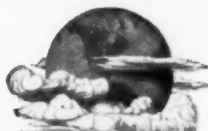


Sales Management



The Chess-board of Business



RAND McNALLY

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We believe that every sales manager will be interested in the booklet we have prepared on RAND McNALLY Map Systems.

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RAND McNALLY & COMPANY

Map Headquarters

536 S. CLARK ST., CHICAGO

42 E. 22ND ST., NEW YORK

WRITE FOR A BOOKLET ON THE USE OF MAP SYSTEMS

May, 1921

TWENTY-FIVE CENTS THE COPY



The Sales Manager's Problem—

*—keeping the Catalog up-to-date for the Salesmen
and for the Trade.*



The Problem of keeping the Catalog up-to-date, both with respect to prices and styles, is one which every Sales Manager must face at one time or another.

If the Catalog is to be worth anything from a Selling standpoint, it must at all times contain information which is dependable and on which the Trade can rely regardless of changes in conditions.

Permanently bound catalogs have been tried, and in most cases they have failed for the purpose intended. Changes in prices and items, additions to the Line, have in many cases made the permanently bound catalog unreliable and practically worthless a short time after it is printed.

Solving the Problem

For over twenty years we have specialized on the study of the Catalog Problems of thousands of Firms representing practically every Industry. In every case the Badger Loose-Leaf Method of Cataloging has satisfactorily solved the problem. Catalogs which before had been inaccurate and expensive have become live, active Sales Forces, establishing Confidence and Good Will among the Trade and with the Salesmen.

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make it possible to keep the Catalog up-to-date all the time. Obsolete pages are replaced with new pages as soon as changes in prices or styles are made. The catalog always says "Here is what our Line is to-day." No marked-up pages with the possible chance of errors in price and specifications.

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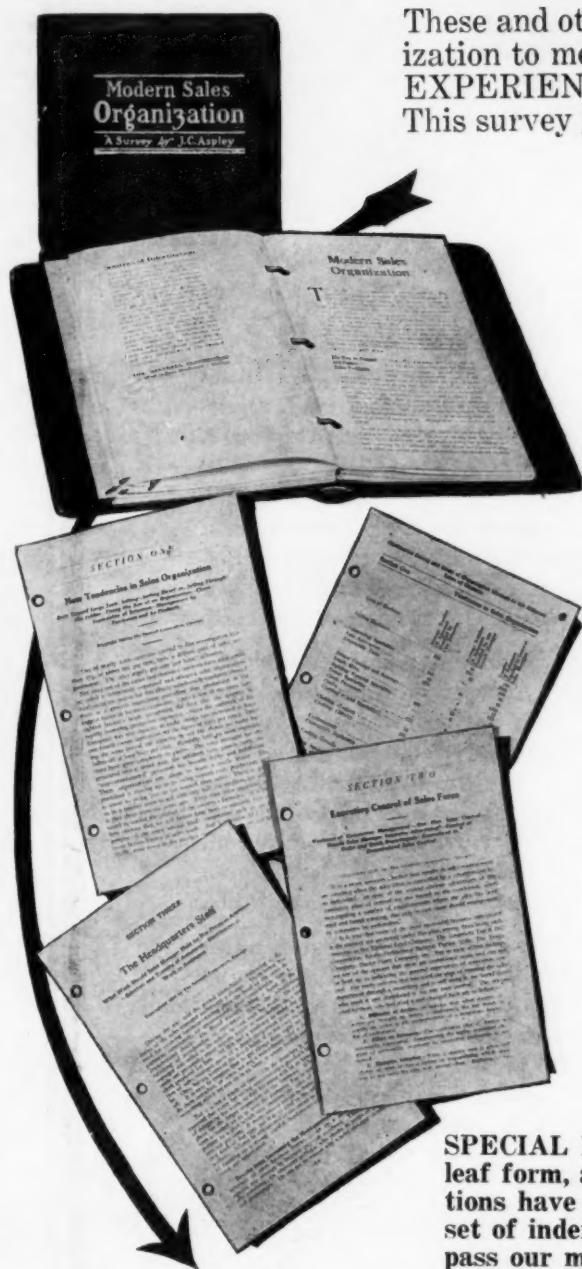
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New York	Buffalo
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THE HEINN CO.



MILWAUKEE WIS. U.S.A.

Does It Pay To Hire Salesmen With a Following? How Many Customers Can a Salesman Handle? Does a Sales Promotion Department Pay?



These and other questions just as vital in rebuilding your sales organization to meet changed conditions are answered FROM ACTUAL EXPERIENCE in our 1921 Survey "Modern Sales Organization". This survey gives you the experience of nearly 500 representative concerns in all lines of business. It cites actual plans and figures. It mentions names and dates. It is filled with experience that has cost other concerns hundreds of thousands of dollars.

Other Information this Survey Brings You

Experience of various concerns in selling direct and in selling through the jobber. Conditions under which direct selling is justified.

How to determine the point of diminishing returns in redistricting salesmen's territories. How large should a territory be?

Tabulation by lines of business showing number of customers a salesman calls upon; average number of salesmen handled by branch manager, etc.

How to reduce territories without impairing the morale of the sales force.

Experience of various concerns with centralized and decentralized sales control.

Specimen manuals showing how big concerns divide up sales duties, and distribute them among executive personnel.

Analysis of policy used by 150 concerns (names given) in regard to supervision sales manager has over the advertising.

Work a sales manager should hold for his personal attention and how balance should be distributed among headquarters staff.

Duties of sales statistician; manager of sales personnel; sales promotion manager, traveling supervisors, and other assistants.

Maps showing how concerns with varied sized sales organizations divide the country up into sales divisions and districts.

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Stimulating sales through the use of "blockmen", "pinch hitters", "squad captains", "traveling supervisors", etc.

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Map and tack plans that short-cut office routine and focus sales effort in the right direction.

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How to organize a statistical and sales research department with small expense.

SPECIAL EXAMINATION OFFER: This survey is being issued in loose-leaf form, and when complete will include ten sections. Eight of the ten sections have so far been issued. These we will send to you on approval, with set of indexes and ring binder for proper filing. If you find the data helpful pass our memorandum invoice for \$6.00, and we will send you the remaining sections as issued. Otherwise send the material back and charge will be cancelled without question.

DARTNELL CORPORATION
1801 Leland Avenue, Chicago

1921

Send me on approval completed sections "Survey of Sales Organization" and enter my order for remaining sections as issued.



Less Haste and More Speed

A journey through any of our plants must, we think, give the observer the impression of speed—without haste. For the first consideration is order. Hundreds of men and women move with precision, in straight lines to given points—like the slack-wire walker. Speed is the result of motion controlled by facility and balance.

In the midst of humming machines, one feels that he is in a place of quiet. It is like the deep, flowing river compared to the feverish mountain stream. There seems to be no pressure—but every move is dictated by the clock. Not a moment nor a movement is wasted. Customers have come to know that orders sent here mean reliance well placed.

Here at Color Printing Headquarters, the great presses deliver millions of beautiful labels, folding boxes, cartons and wrappers for world-known products. Every year concerns with a full understanding of the relationship of cost and quality, come to us for calendars of character. These buyers know that they get full value in return for their checks, and full attention to their needs.

Our trademark bureau, without charge, creates tradenames and trademarks, searches titles to existing ones. In this department are filed 730,000 such devices, registered and unregistered. At a great saving of money and time, and probably avoiding costly litigation, we quickly establish whether or not a design is entitled to registration.

Another important activity is the printing of first-grade magazine and catalog covers; and color inserts which show merchandise with unerring nicety. Annually, we save thousands of swatches of fabrics and make possible their use in garments and yard goods. For by patented process we reproduce textiles so that the prints challenge their originals.

National advertisers commission us to design and make genuine selling helps in window trims, color cutouts, unique store cards and posters. These products are successful because advertising knowledge and mechanical skill work in thoughtful harmony. For all color-printing, in large or small quantities, you are invited to find out about our remarkable equipment.

If you are interested in fine printing craftsmanship, write us on your business stationery for the most realistic specimen you have ever seen.



THE UNITED STATES PRINTING & LITHOGRAPH CO.

Cincinnati, Baltimore, Brooklyn.

Subscription Rates: Single copies, 25 cents. Yearly subscription, payable in advance, \$3.00 anywhere in the United States or its possessions; \$3.25 in Canada, and \$3.50 in foreign countries. Six months subscriptions, \$1.50. When three or more subscriptions are ordered at once by the same concern a special club rate of \$2.50 per year for each subscription applies.

Renewals: Subscriptions are promptly discontinued upon expiration. Readers desiring to keep their files complete should renew promptly. Back copies cannot be supplied when subscriber fails to notify us of change of address.

Bound Volumes: No more copies of Volume I in bound form are available. Orders are now being filled for Volume II. Nearly 600 pages; bound in heavy buckram, lettered in gold. Edition limited to 100 copies. Price, \$6.00.

News Stand Copies: This magazine is not generally sold through news dealers. Copies can, however, usually be secured after the first of the month from the news stands at leading hotels, railroad stations and book stores in the larger cities.

Advertising Rates: Full page advertisements facing reading, run of paper, \$75.00 per insertion. Two-thirds page (across two columns), \$50.00; half page special island position, \$50.00; half page across columns, \$40.00; third page, one column, \$28.00; \$3.50 a column inch. Classified advertisements, 25c per line of seven words.

Closing Dates: First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, twenty-fifth of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

THE DARTNELL CORPORATION

Publishers also of

**Books and Reports for Sales Managers,
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Monthly Sales Service and
other Sales Literature**

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Sales Management

A MONTHLY JOURNAL

In the Interest of Better Marketing

Volume Three

Established 1918

Number Eight

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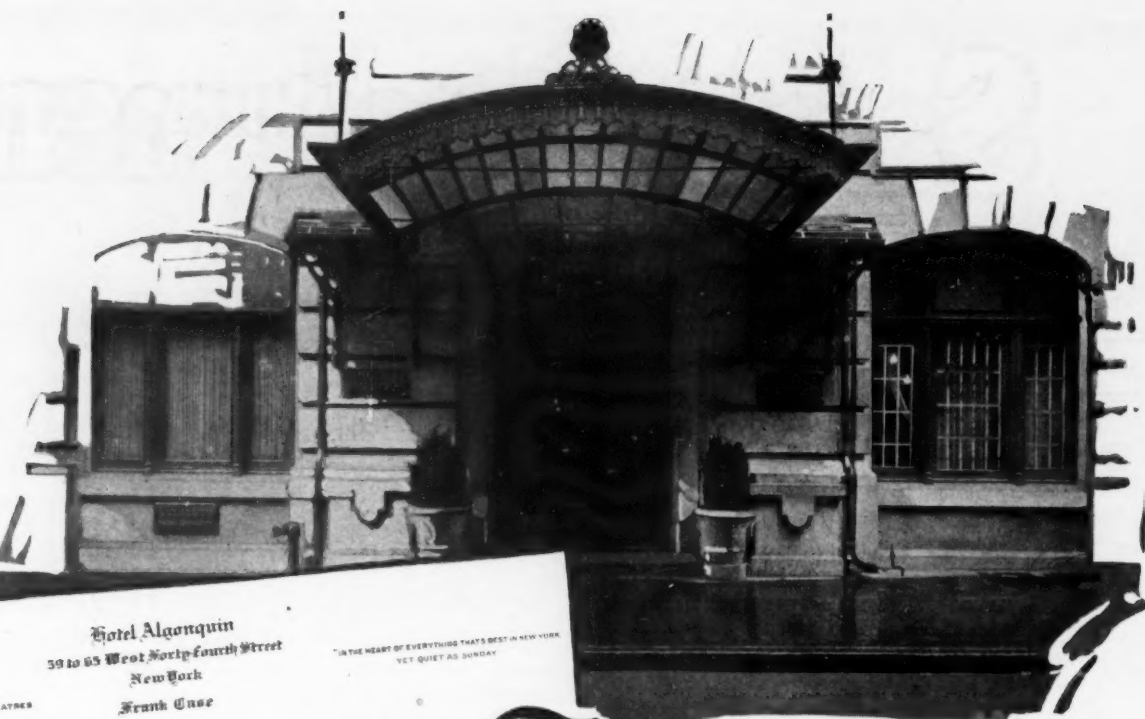
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Promotion Manager



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Hotel Algonquin
39 to 65 West Forty-fourth Street
New York
Frank Case

IN THE HEART OF EVERYTHING THAT'S BEST IN NEW YORK
YET QUIET AS SUNDAY

Mr. J. Mitchel Thorsen,
Cosmopolitan Magazine,
New York, N.Y.

Dear Mr. Thorsen:

Yes, the Cosmopolitan is the biggest seller on our news stand. Our patrons, as perhaps you know, are principally from the literary and amusement world, people who are very much alive and doing things themselves, authors, playwrights, newspaper men and stars of the stage and screen.

Your policy of having the best writers as your contributors and only the best, evidently appeals to them.

Yours truly,
Frank Case.

March 24, 1921

*Through this door
pass some of the
most interesting
people in America*

After you've read Mr. Case's letter, you'll agree with him that through the door of the Algonquin, pass a goodly company of the men and women who give us all many enjoyable and profitable hours.

IF you were to stroll through the Algonquin lobby early some evening, you might see kindly old Frank Bacon taking forty winks in a big, easy chair before his nightly appearance in "Lightnin'." On a massive leather couch near the newsstand, Rex Beach and Fred Stone might be discussing golf, lassoing or art.

Through the door that leads into the dining room you might see Rabindrinath Tagore, Elsie Janis, John Drew, Holbrook Blinn, John Drinkwater or any one of the many interesting people who frequently dine or stop at the Algonquin Hotel—men and women typical of the clientele of this famous hostelry.

That Cosmopolitan should be preferred by those who are themselves master entertainers is surely a tribute to its entertainment powers.

Nearly Everybody Worth While Reads Cosmopolitan

Sales Management

A Dartnell  Publication

Volume Three

Chicago, May, 1921

Number Eight

Is A Sales Manager Too Old At Forty?

Just When Does Human Efficiency Reach its Ebb Tide in Business? A Problem that Both the Sales Manager and the Salesman Must Consider

By One Who Has Touched Up the Grey

THERE are always two sides to every question, and when a business house issues the edict that "Forty is Too Old for Us", the Arbitration Board has a job on its hands.

I am inclined to be fair-minded about it, and to admit that there are exceptions to every rule. If I happened to bump up against an arbitrary ruling that appeared to have nothing even remotely resembling Conscience and a heart, it may be that I was with the wrong people and that the story here transcribed holds no great moral.

Nevertheless, I was fired at Forty and I believed then and believe now, that my firm made a mistake.

I do not seem to recall that the veteran with grey hairs has ever had a talkative supporter, a stump-speaker, as it were.

Why I Was Fired at Forty

This article will find friends for me. Every man whose hair is beginning to silver, prematurely, or otherwise, will nod approval and say: "That chap has the right dope."

The story reverts to a query.

Should Business possess a soul? Has the human heart any place in the great scheme of business? Is the very word "Business" a smug cloak for all kinds of nefarious practices that beset the employee?

A "Business Man" would not, for example, press a button and fire, on three hours notice, a trusted veteran of his firm, simply because he happened to have grown grey in service. But "The Business" could do it, gracefully, quickly, expeditiously, with never a pang of conscience, and without the time-consuming necessity of an apology or an excuse.

I do not care to brow-beat the industrial institution. They have their own troubles. Running any large modern business, nowadays, is a beautiful hazard. Even the men higher up get the hook, with little provocation. A stock-

holder, in this generation has as much lush sympathy for things in general, as a laughing hyena.

But then my views are biased. This article is written by one who has been made a self-concerned propagandist. The best and the least I can do is to stick to facts and stop moralizing.

At the age of twenty I went with a very large manufacturing concern. Three months ago I was fired out bodily. There was less ceremony surrounding it than might go with the drowning of a cat.

I am forty-seven years of age, normal in every respect, married, rugged as to health, feel like a two-year-old and spend so little on doctors that they would all go out of business if they had to depend on my sort of trade.

My Rise to the Top

By measured degrees, I gradually became sales manager of my house. It was at once an honor, a grave responsibility. There was no accident in the upward trend to that job. I earned it. I was put there because I was more competent than other eligibles.

In return for this, I assiduously gave the best there was in me. My life, all these years, has been more than enveloped in the business, wrapped up in it: my personal identity was actually lost in the web and woof of the concern. I cared about nothing else, I gave no part of me to any other consideration.

There had never been such a thing as "office hours". I remained at my desk as long as there was something to do. And I have always made the fatal mistake of wrapping up that desk and taking it home with me.

Waking or sleeping, puttering in my garden, or off on a week-end auto trip, nodding over my evening paper in an easy chair or entertaining guests—the job came first. I was a bigamist, for I had also married by Job.

No man ever really succeeds in deceiving himself on the subject of mak-

ing good. He is the first to know, one way or the other. It is not an expression of egotism, therefore, that permits me to say quite honestly, that I earned my advancement and filled the big chair with honor to myself and with profit to my house.

I think I was an efficient sales manager because I was all of the little things first, and because I did little things well.

We rode the rough storm of the past four years with distinction. The firm is a pioneer, a national landmark. Generations from now, it will be another Gibraltar. Its impetus would require a hundred years to slow down.

Then Came the Slump

Finally came the more recent business disturbances. As far as I have been able to ascertain, no concern quite escaped being given a dig in the shins. But we were in better shape than many others. An increase in competition—smart, keen, alert, and even brilliant competition—made some difference.

Notwithstanding which, after two months on the road, during which period I talked with three thousand retail merchants handling our line, I brought back this summary:

"Selling just as much—or nearly as much—as ever. No loss of prestige. Your product is like—well, like any staple—coffee, tea, sugar—there is a steady demand. No need to worry. We'd have to handle it whether we wanted to or not—our customers would as quickly think we'd stop being polite—or stop lighting the store—as of our not stocking up on these goods. But the country is large—the population has increased. You folks can't expect to sell ALL of this stuff that's consumed."

Never once, during my present regime, did I have a hint of what was to come.

No Corporation ever keeps any man if he fails to measure up to his assignment—and a little bit more.

Three months ago, on a Saturday morning, somebody pressed a buzzer button.

There was character in that buzz—unmistakable!

In five minutes I was in the President's office and in another five minutes I had been told that I would be relieved of further responsibility—at once!

There was nothing to cushion the shock.

It was done as formally, as quietly, as unsentimentally, as if it represented quite the most casual business incident of a busy day.

I had too much good sense to ask questions. Even my embarrassment, my humiliation, my burning cheeks, I managed to conceal after a fashion.

Only fools argue with a Corporation.

A President can be the Corporation.

Even now, I thrill with a sort of picturesque amazement at the way that man fired me.

It seems incredibly hideous to this hour.

Unfortunately, I have some sentiment. Despite my training, my knowledge of men and my rough contact with life in general, there is a nice fat streak of human compassion in my make-up. And, handicapped by this, I stood outside the door, in the long, gloomy hall, thinking, thinking.

The best part of my life had been given to that concern.

Much of me had gone into it, that I could never reclaim as a personal asset. It had been thrown in their lap as a gift. I voluntarily bled myself white, that my service might be the more complete.

The house stood in MY debt.

Things they had of mine and of ME that mere money could never have purchased.

When I talked, evenings, with my wife, of my job and of "the office", it was with an affection almost as deep, as profound, as clean and fine, as the affection a man has for his mate.

But I rolled my pride in a neat package, and I held my head high, and accepted the inevitable.

Then a conversation ensued, with the Missus, the duplicate of which has taken place in thousands of homes under very similar circumstances, I presume. These tragedies of business are not mere isolated cases, although we may assume that they are.

Said my wife to me:

"You fool—you might have expected it. That's what always happens. They get the best there is in you and then throw you aside. Ten times you could have gone with other houses—and at an advance. Why didn't you do it? They respect you more when you do strike out."

I took my pipe and sneaked into the darkest corner of the library I could find. My dog followed, abjectly, head lowered, as if in some strange, dumb way, he sensed a crisis.

And I sat there and smoked and took the Corporation's side.

I brought every argument it might have had, to bear. I dug up every fault I knew I had and threw it onto the dis-

secting table of my mind, and held a clinic.

Had I been fired because I was no longer competent—because I was NOT making good?

At forty-seven, was I losing my grip on things?

Slowly, very, very slowly, query changed to anger—a white heat of genuine, resentful passion.

Wives were not so far wrong, after all!

The day I was fired, I was a better man, a sturdier worker, a more competent employee than ever before in all the days of my association with that house. This is not a boast, not a false and prejudiced premise. I KNOW it. And

"The average man's mentality is more valuable at fifty than at forty. The men I know who occupy the really important positions are NOT young. The ablest men of my acquaintance are between fifty-five and sixty-five. Without going out of the financial district you find the important work being done by minds belonging to men who are in the neighborhood of sixty."

JUDGE ELBERT E. GARY

I repeat—every man, with a grain of intelligence, stands in a position to wisely estimate HIMSELF. You can fool almost everybody BUT yourself. I was ripe in experience, I had formulated plans, which, if carried through, would have revolutionized certain branches of the business. My health was good. I saw through young eyes. I retained a young spirit. Methodically, through those many years of association, I had collected a mass of precious, intimate data, that it would take a stranger equally long to acquire. I had built up a sales organization that was conceded to be better than any other of its kind in this or in any other country.

And why do you suppose the Corporation fired me?

It came out, in time.

A very dear friend of mine—an official in the company, close to the President and his Board, confided the truth. I think his conscience MADE him seek me out and spill the beans.

"Jim," he declared, "you were let go because you began to have white at your temples and because they KNEW you were around forty-seven. There is an inexorable rule, a piece of unholy script, in that country—'It must have nothing but young men.' Past records are swept aside by the law of averages and the hour glass. They grant that men give tremendously fine service—but that's expected of them. That's what they are paid for.

"You are the victim of a pernicious system. Age is always under suspicion. Something in the make-up of modern business says to the Corporation: 'Come now, let's have no sentiment about it. Competition is keen. Modernity is the only thing that pays. We need DRIVING POWER and it TAKES YOUTH TO DO THE DRIVING. We must have young men, young ideas, young spirits, young initiative, young nerves and muscles and power of resistance.'

"If you had been fifty times as competent, the ax would have fallen, just the same. Those grey hairs did it and the remainder of an inscription in a watch that was given you by somebody or other thirty years ago. Forty-seven is close to fifty and fifty is not far removed from sixty. Who in hell wants a sales manager that old?"

That information clarified the atmosphere.

It crystalized my intention, my further ambitions, my high resolve.

I am a firm believer in the incalculable heritage of experience. And experience is largely a matter of years. Events do not rush upon themselves with such dread rapidity that a man can learn all there is to know about sales management in a year or so.

It is believable that a man does not really begin to THINK STRAIGHT and ACT WITH ACCURACY until he has cut a bunch of wisdom teeth at thirty. Men are pretty much boys up to thirty-five. Granted that chaps of twenty-five are business wizards, they are much more valuable at twice the age.

Judge Elbert H. Gary said: "The mentally ablest men I know are between fifty-five and sixty-five."

And it was Henry Clews who observed: "Most men are more valuable after forty than before it."

Mr. Gary, at seventy-four, Chairman and chief executive officer of the United States Steel Corporation says something else:

"The average man's mentality is more valuable at fifty than at forty. The men I know who occupy the really important positions are NOT young. The ablest men of my acquaintance are between fifty-five and sixty-five. Without going out of the financial district you find that the important work is being done by minds belonging to men who are in the neighborhood of sixty. So long as a man remains physically fit, I think his mentality should improve with age."

Dr. Lyman Abbot is 86, C. M. Depew, 87, J. D. Rockefeller 82, Everett P. Wheeler 81, Maj. Geo. Haven Putnam 77, Henry Clews 80, Henry Holt 81, Dr. Simon Baruch 81, Elihu Root 76. And these are just a few of New York City's "Old Timers". The nation is filled with living refutations of the Corporation idea.

Of course, there is a bit of sardonic humor in the background.

When you come to look behind the scenes of the majority of the business enterprises, you always—or nearly always—find veterans at the wheel—the men who created the edifice and grew up with it.

(Continued on Page 422)

"Our Salesman Will Call"

By Paul W. Kearney

There is a divided opinion among sales managers as to the value of advance cards. One faction contends that it is better to take the buyer unawares without giving him a chance to think of any reasons for not buying. The other side holds that advance cards prevent orders from going to competitors, serve as an introduction of the salesman and help him generally. This article doesn't by any means prove that advance cards are best for your business, but it might start you thinking!

A CERTAIN house used no advance cards for a long time because they had a foolish fear of them. But one salesman, more aggressive than the rest, decided to use something of his own and while he had neither the desire nor the time to do anything elaborate, he did manage to get a lot of sheets multigraphed at one of his stop-over towns, simply stating the fact that he expected to arrive on such-and-such a date. Following that prosaic announcement was a space ruled up and tabulated in which the dealer could check his stock so as to find out exactly what he had on hand, what he needed and what he didn't need.

He found out that his dealers appreciated the stunt since it suggested to many of them his frank desire to sell them only what they needed and a firm resolve not to overload them willy-nilly.

Much can be said for and against the advance card, but I am prone to argue that more can be said for it. We spend lots of money to promote good will both in direct-mail and periodical advertising and, that being true, it is quite feasible to take advantage of a salesman's schedule to achieve a double or triple purpose. Even if the announcement has no effect on its recipient as far as the caller's reception goes, it must have some effect as a straight direct-mail piece, provided it is gotten up well. And it is decidedly without reason to assume that this bit of final sales talk or chunk of advance information or whatever else it may be is without a desirable effect.

Some of the cleverest stuff I have seen in the lines of advance cards was put out by the Miner Rubber Company, Ltd., of Quebec, Montreal, Toronto, etc. Two of them illustrated here represent a trunk and a baggage check and arouses a curious registration of pleasure in the mind of the man who sees them—not because we like such articles, but merely be-



cause the cards are such splendid imitations in miniature. I have shown the few samples in my possession to quite a few people and every one has said: "Gee! That's clever. Who does this? They find out immediately upon opening the card—and they find out more; usually a brief sales talk on some particular item in the line. For instance:

TRAMPER

A New Monarch Pressure Cured Line
Be sure to see this shoe. It has the

same weight tan duck upper that is used in the making of our regular Tan Running Shoe, but it carries a Pneumatic half-heel and the sole is extra heavy. Best of all, however, is the Monarch Process it undergoes in curing. This adds long life to the wear of the soles and heels.

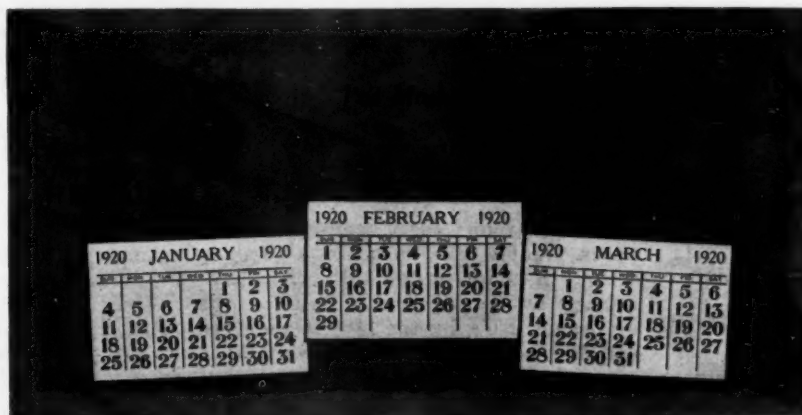
Across the page is an illustration of the model in question, while on the other page is a little more talk about this shoe and the rest of the samples the salesman will bring with him. One of the sets of cards ran on the back page a series of talks about merchandising. They were in serial form and gave the retailer some mighty good pointers on his business.

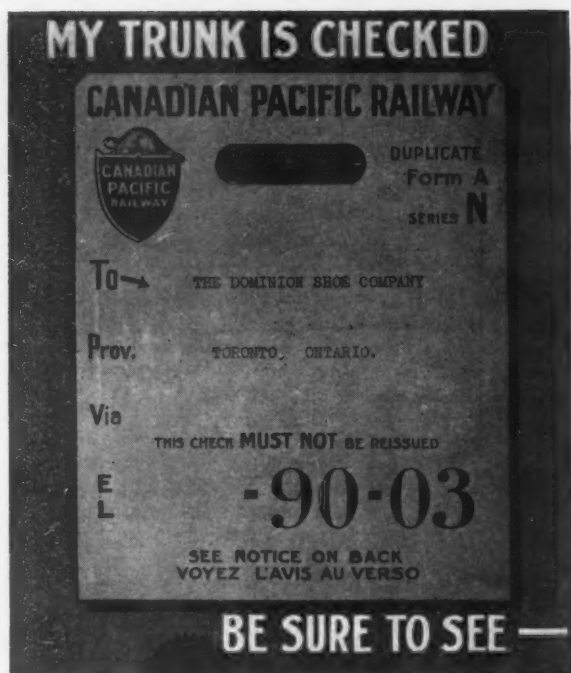
All in all the card was a gem. It first created a very favorable impression while attracting the necessary attention, and then it proceeded to work up in the man's mind the desire to see at least one of the samples carried by the salesman. That, to my mind, is utilizing opportunities.

Another good example of the use of a salesman's schedule as an excuse for some direct-mail publicity is the custom of the B. F. Goodrich people in sending blotters for advance cards. Done in two, three or four colors on one side, the blotter is not only a Goodrich advertisement and a salesman's forecaster, but it falls into the class of novelty advertising which has for its principal function usefulness. It is a medium which won't be thrown away after the first reading but will be kept by virtue of its function.

One of the Goodrich advance cards is illustrated on this page.

There are, to be sure, other ideas about advance cards. The Eastbrook Steel Pen Manufacturing Company, of New York, uses a distinctive, formal card mailed under two-cent postage. It is of high quality stock, engraved





in script, has a gold pen embossed in one corner, and is the standard style that has been used for sixteen years. No attempt is made to do anything but impress exclusiveness upon the man who receives it. The fine quality of the thing does that easily. Along the same line, but working in a less formal manner, the advance card used by the Irving-Pitt Manufacturing Company, of Kansas City, accomplishes the same thing. All the card contains is the line, "I will call on you" the signature of the house embossed in black; a few lines for the exact date and the salesman's hand written signature. Two I-P loose-leaf books are embossed on the top in color.

The Carter's Ink Company gets away from the exclusive formality of this style, spending a little less on their cards by using the regular postal form printed in colors. From still another viewpoint the Churchill & Alden folks, makers of Ralston Trupedic Shoes, flavor their cards with a breezy touch of humor, aided by a caricature in color. One says:

"If the railroads had half as much snap and go to them as our Ralston and Trupedic Samples, all trains would be ahead of time. Expect to be with you about—"

The cut shows an expressman carrying a trunk. It is a regular one-cent postal card. So also is the one used by the Dennison Manufacturing Company, Framingham, Mass., which is an attractive piece, done in brown, and giving a few interesting facts about the factories. An illustration of the entrance is reproduced. Still another concern using a photograph of the plant for their advance notices is the Globe-Wernicke Company, Cincinnati. The remainder of their card simply specifies the date when the representative will call.

Still sticking to the post-card idea, I found a very interesting adaptation of it in the advance card notices used by the Moore Push-Pin Company, of Philadelphia. It is simply a more elaborate

use of the extemporaneous idea of my friend the salesman quoted above—a double card, perforated in the middle, serves to announce the expected visit as well as to furnish the dealer with both the incentive and the form with which to "take stock". The suggestion, as printed, is: "Please tear off the attached card, hand it to your stock clerk to be filled out, then keep it before you until I call. This will greatly facilitate ordering." On the reverse side of the card is printed a convenient chart for the inventory; illustrations of the different numbers in the line for easy identification; and bit of sales talk.

P. G. Underwood, sales manager, is very much pleased with the idea because it has proven its worth. Some time ago he told me that his

salesmen don't have to waste any unnecessary time under this system. "When he calls", he said, "he doesn't have to wait for the buyer to get this report or to waste time in a second or third call in an effort to get his business. This card has worked out very satisfactorily for us."

Now that the day of selling competition seems to be in sight, that is as it should be. And there are plenty of folks who agree with me on the virtue of advance notices. One of them, M. S. Connelly, advertising manager of the Hood Rubber Company, Watertown, Mass., said that he changed from the usual stereotyped form to something more humorous a little while ago, finding that they were received much more favorably by the men and used with greater effect by them.

"We find," said Mr. Connelly recently, "a very distinct demand for advance cards, particularly those that differ enough from the average to interest the salesmen as well as the dealer."

A. D. Barker, of Churchill & Alden, Brockton, Mass., agrees with us both. Mr. Barker told me some time ago that they change their cards frequently. "We aim each season to use a card which is just a little different yet appropriate to our line and brands," he said, "without being at all elaborate or expensive. We believe that this sort of advertising is best when informal and at least good humored if not actually humorous."

So you see that depending upon their respective lines, the men who have used advance cards successfully differ only as to their individual forms. They all agree, and it is easy to see why, on the value of the card as a piece of direct-mail advertising. There is no doubt at all but that the salesman's approach offers a splendid opportunity for some really good missionary work, either from the good humor standpoint of Hood Rubbers and other such viewpoints or from the more direct selling angle of Protectograph and Moore Push Pins.

Bottom Prices

Some authorities think that many basic commodities have reached bottom in price. As evidence they point to the fact that many large corporations noted for their knowledge of markets are buying quietly, but heavily. The Western Union Telegraph Company is reported to have been a persistent buyer of copper and now have 10,000,000 pounds in stock, all bought near the bottom of the market.

Many lines are recovering rapidly. Colonel Colt of the United States Rubber Company says the tire manufacturing companies are back to near a normal basis. He even goes so far as to predict the greatest year in the history of the business. At least one thing seems certain. More tires have been used the past nine months than have been manufactured.

H. S. GARDNER is now sales manager for the Willard Storage Battery Company, Cleveland, Ohio, succeeding H. S. BENTLEY.



Does It Pay to Hire Salesmen for Their "Following"

Because a Man is Successful with a Competitor is Not Always Proof That He Will Succeed With Your Line

By A. C. Klemm

Sales Mgr., Seinsheimer Paper Co., Cincinnati

THE first of the year we had need to put on some new salesmen, several of which were of the older and more experienced type, and another a young fellow about 24 years of age who seemingly was full of "Pep", and one of those "Let's Go" chaps from whom the average person would expect great things, but I am sorry to say that he has proven a miserable failure.

In contrast with this case one of the other more experienced men whom we started out has proven successful and is today well up on his quota and is very easily managed. The third man who also was of the old and experienced type has not measured up to our expectations.

The greatest fault we have to find in employing older and more experienced salesmen is that they are very independent and never open to suggestions. They consider their past experience such that there is no chance for improvement. We have always found them willing at all times to tell you what their former employers did, and what success they had with their selling methods. In other words, they delight in trying to run your business.

In employing the younger man you have an opportunity to develop him from the ground up, and training him as you see fit. I know in one instance where a certain firm selected a young man to work a class of trade that their other men seemingly could not sell, or did not care to call upon. This young man after a certain time had secured sufficient accounts to warrant the firm not only continuing his service, but advance his salary. I understand that he increased his sales greatly each succeeding year to such an extent that today he is Manager of Sales, and from last reports is holding down the position to their entire satisfaction. This, of course, is not an exceptional case, for as a rule Sales Managers are developed from the sales force, but it goes to prove the possibilities in developing the younger man, which you certainly could not have done with an older man.

SALES MANAGEMENT

Summing up we find it to our advantage to select a young recruit at a fair compensation, and then endeavor to develop him into the man that we want to sell our wares. Of course, there are good and bad in both elements, for in the past we have taken on some old and more experienced salesmen at higher salaries, and obtained good results. On the other hand we have taken on some younger men to develop, who seemingly had the proper enthusiasm and all other neces-



Bale of Cotton for a General Fireproofing Company "Dixie" Manager

sary qualifications, but have proved dismal failures.

Fisher Predicts Price Advances

Irving Fisher, Professor of Economics, Yale University, writing in the New York Times predicts a very material rise in wholesale prices very shortly. He points out that wholesale prices have fallen about one-third since the peak of 1920 and retail prices about one-fourth.

He thinks that prices will continue to rise for several years eventually getting considerably higher than ever before, then culminating in another crisis.

"The chief means of stabilizing the price level at present lies in the prompt adjustment of the rate of discount. If business is ever to be put on a safe and sound basis of stability this means of stabilization should be vigilantly preserved, not to mention that we should aim ultimately at the more fundamental stabilization of the basis of the gold dollar itself," says Professor Fisher.

By James Wilson

Vice Pres., Clawson & Wilson, Buffalo

WE have very rarely found that a high salaried salesman with a big reputation with some other house has made a success for us. We have tried it on various occasions and almost invariably they are failures. On the other hand, we have sent out dozens of young men we have taken in ourselves as boys and trained in our meth-

ods of doing business and sent them out on the road and we have yet to find one failure among these young men. Some of them of course, do better than others but they have all succeeded and they are the best salesmen that we have out today.

We have also been very successful with sending young fellows out on territory to cover towns that are passed over and ignored by our older men. We find that after a man has been on the road a good many years, he picks out the high spots and overlooks the smaller places and in a great many instances we have taken a young man out of a depart-

ment and made up a territory for him from these small and overlooked towns and in many instances have proven much more profitable than the territory covered by our older and so-called "big men".

There is another experience we had that might be of interest and that was a case where we had a man on a good territory for a great many years but he seemed to be losing his grip and his sales were dropping off. Upon taking the matter up with him, he assured us that he was getting every dollar's worth of business that could be had in that territory. We decided that it was possible to get considerably more business out of this territory and finally let him go, putting in his place, a young man out of one of our departments that we had trained up from an errand boy. The very first year this young man increased the business on the territory over 50% and has kept on increasing it ever since, which just goes to show that a great many of them after a few years, get into a rut and do not begin to get all which is possible to get out of their territory.

Coaching Salesmen to Hold Out for the Whole Profit

IN a great many lines of business salesmen are forgetting how to use the argument of quality. Buyers are talking nothing but prices because they find by putting one salesman against the other, they can get extra discounts. Salesmen are getting the habit of trimming prices down to an unprofitable point, in their anxiety to get the business. In addition to the losses which the house wiped off the books when prices took the greased chute, it is now confronted with salesmen cutting prices unmercifully. This is true particularly in the wholesale field.

It is in view of this situation that many sales managers are getting out

letters on the subject of maintaining prices and talking quality. Briant Sando, sales and advertising manager, Hibben, Hollweg & Co., wholesale dry goods and notions, sends information on this subject from which the following is extracted:

"A good many firms have suffered during the past few months and are still suffering because customers have become accustomed to price cutting and bargain sales. This has weakened certain salesmen to such a point that they now think they can't sell goods without extra price inducements. We are meeting this situation by sending to our salesmen such letters as the one given

below in which we discuss the matter of maintaining prices on which we can make a fair profit."

"Fashions change in alibis the same as in everything else. A few months ago the main alibi of weaker salesmen was that the bottom had dropped out of business and people simply refused to buy.

"Now that business is opening up in better shape, the new alibi is that "Our prices are too high; other firms are underselling us because buyers are exceedingly wary nowadays in picking up the best possible values, and in driving a bargain every place possible.

"This reminds us of the old adage, "You can sell anything if you make the price low enough". It is the actual truth that price should be a secondary consideration in every deal. Remember that you are not selling prices. You are selling quality and service. The merchandise you are selling has been produced to be sold at a profit—otherwise you would be engaged in some other vocation.

"It has been aptly said, "Any fool can give goods away"—and selling goods without a profit is perilously close to giving them away. "Your price is too high" may be turned by a tactful salesman into an argument in favor of his goods.

"Quality is usually the leading argument for a higher price, and rightly so. If I offer my customers something better than my competitor and can prove it, surely I am entitled to a better price for my merchandise.

"Besides quality there are other points to use. There is service—which may include reliability of the firm, courteous treatment, fair dealing and promptness in delivery. Remember that the latter is an especially important point right now in our line of business.

"It will pay every one of our salesmen to bear in mind that our firm took its losses—and took it good and proper—during the latter part of 1920. Our prices are now lower than most of our competitors, and there is no reason why the goods can not be moved by any good salesman at the figures we have placed on them.

"The salesman who tries to cut prices or slip through orders with special concessions to the customer nowadays is simply keeping us from making the fair profit that this firm is justly entitled to.

"Imagine a steam gauge on a boiler, 2 inches in height. Let the gauge represent a margin of 2%. The variation between the unprofitable salesman and the profitable one is measured by the narrow margin of 2%, so you can imagine how close net margins are—and see that it is up to you to be a real salesman in this matter of maintaining price."

The O'Brien Varnish Company claims that if a fellow wants to paint the town red these days, he'll have to use water colors—also admitting that O'Brien's Waterproof Red is good.

Say, O'Brien, have you been in Chicago recently?

Competition may be the life of selling, but co-operation will furnish a good deal of nourishment.

WHAT DOES "JOBBER INFLUENCE" OF A NEWSPAPER MEAN?



Indianapolis Electrical Jobbers do Business Regularly in Eight States

It would surprise the average advertising man to find how many retailers of electrical supplies in Kentucky, Tennessee and Alabama buy from Indianapolis jobbers. The five electrical jobbers of Indianapolis travel fifty-nine salesmen in eight states. These jobbers did approximately \$6,000,000 business in 1919. This is an index to the dominance of Indianapolis in this jobbing line. Of course the advertising medium which the heads of these Indianapolis houses know best is The News. A "News advertised" product is something they know about. Through its jobber influence, The News produces sales results far beyond its circulation radius.

Send for booklet—"Seven Studies in Distribution"

The Indianapolis News

New York Office
DAN A. CARROLL
160 Nassau St.

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.

USE NEWSPAPERS ON A THREE-YEAR BASIS



Less than two minutes for the drug store clerk to complete all the steps of selling each separate article!

32 sales per clerk per hour

"Quick" selling in modern retail stores—what it means to manufacturers in building volume

HOW far can manufacturers today rely on dealer "push" as a help in selling? Surprising figures recently secured in metropolitan drug stores throw a new light on this important question.

Clerks were making sales at the rate of one in every two minutes! 32 items were being sold by a single man in one hour.

This is an average of checkings made at three toilet goods counters during "rush" hours—when a large part of all business is transacted.

Rapidity of selling is today recognized as an important factor in all retail fields whether the unit of sale is large or small. Where the unit is small—as in the drug trade—this speed reaches its height.

The success of the modern clerk depends usually upon supplying quickly and courteously what customers ask for. As a rule he has little time for persuasion—for lengthy explanations.

How much chance has he of "pushing" your particular product?

Why rapid selling is vital

The average druggist has 5,000 different articles on his shelves; the hardware dealer carries from 6,000 to 10,000. The grocer must divide his selling effort among over a thousand articles.

With all these products to handle, only "quick" sales can give the needed volume at a low cost.

The dealer cannot take the place of the manufacturer in carrying the story of a product to the public. It is known that many large chain-stores seldom stock other than advertised articles—except in staples.

The two deciding factors in the retailer's net profits—rapid turnover and low clerk expense—depend directly upon consumer demand. The retailer can "push" articles profitably only when his customers are "pulling" from the other side of the counter.

Are you taking full advantage of the "pull" that can be exerted by 105,000,000 people?

The manufacturer who clings to the less efficient and more costly method of "push" with any part of his selling cost which could more profitably be spent in creating a demand for his product, deliberately handicaps himself in competition with the manufacturer who utilizes to the full, the more efficient and less expensive method of "pull."

For many products that are now the "largest sellers" in their fields the J. Walter Thompson Company has helped build volume by planning and preparing advertising campaigns that created consumer "pull."

J. WALTER THOMPSON COMPANY

NEW YORK - CHICAGO - BOSTON - CINCINNATI - CLEVELAND - LONDON

\$250,000 A Week—167 Salesmen

The Apex Suction Sweeper Contest

THERE are few sales organizations making any pretense to liveliness that have not at some time employed the contest idea to bolster up sales. Many of them have been extremely successful in getting the goods on the dealers' shelves—but there is one danger in contests which end there. Nothing is done later to get the goods off of the dealers' shelves; this is liable to overload the dealers and produce a disagreeable aftermath which renders it difficult to maintain the sales at anything near normal during the months after the contest.

R. J. Strittmatter, Sales Manager,
The Apex Electrical Distributing Com-

pany of Cleveland has been running a contest every spring for a number of years that does not stop at getting the goods on the dealers' shelves—it gets them off the dealers' shelves leaving the dealers in a better position to buy more goods after the contest, than before.

The Apex Company manufacture and sell electric suction cleaners. They have forty wholesale distributors. The contest is designed to stimulate the sales of these wholesale selling organizations and the retail selling organizations of the dealers served by these forty distributors.

Salesmen for the Apex Company are excluded from the contest as it is strictly

for the salesmen of the distributors and retailers. The distributors operate under an exclusive franchise, and handle no other competing machine.

The contest just closed proved to be the most successful ever held. It was instrumental in selling nearly two million dollars' worth of cleaners, or slightly over a quarter of a million dollars' worth a week during the contest.

There is both a retail and wholesale contest, and in addition to this a window display contest is staged the week preceding the close of the contest. The dealer who wins the window display contest is given a handsome silver loving cup with his name engraved. He keeps this one year, when it is surrendered to the next winner. If one dealer should win it three consecutive seasons it becomes his property.

At the beginning of the contest each salesman must register and formally enter the contest. Sales must be reported each week to prevent bunching the sales to make a fine showing at certain times during the contest. The standings of the various salesmen are reported in the contest bulletin, "The Apexometer".

In the present contest 167 wholesale salesmen, and 384 retail salesmen have qualified. The average sales per man for the wholesale salesmen is approximately 48 cleaners per week, and approximately 5½ cleaners per week for the retail man, or nearly one a day—actually one a day if Saturday is counted half a day. Considering the difficulty in seeing a housewife on Saturday it may be said that it is better than a machine a day.

The leading retail salesman has averaged 21 cleaners per week, while the highest wholesale salesman has averaged 100 per week.

Over 450 trimmed windows have been reported in the contest.

The actual increase in sales, and the dollars and cents value of the contest is almost equalled by the better organization spirit which the contest promotes, Mr. Strittmatter said,

"We find that one of the greatest benefits we receive from the contest is derived from the fact that the men far distant from the factory are made to feel more a part of the organization; it keeps them closely allied and constantly interested."

The regular weekly sales letter continues to go to all salesmen during the contest in addition to "The Apexometer" which dies each year when the contest closes.

The first issues of the weekly sales letter after the close of the contest is designed to keep the men going at the same pace traveled during the contest and to convince them that it is possible to maintain the same records after, as during, the contest.

Mr. Strittmatter is enthusiastic about sales contests, and no one can blame him when it is learned that the contest this year has been instrumental in securing a marked increase in business in certain territories over the same period last year—proving that 1921 is rewarding fighters.

Research

The growing needs of our clients, the expansion of their sales and the more exacting requirements of the present market have caused us to recognize the demand for more complete sales research facilities in our organization.

To meet this demand we have retained the services of R. O. Eastman, of Cleveland, a specialist in sales research work of established national reputation, whose organization will cooperate with ours in supplying the needs of our clients in sales research work.

J.H. CROSS CO.

General Advertising Agents

214 South Twelfth Street - Philadelphia, Pa.

Members
American Association
of Advertising Agencies

Members
National Outdoor Advtg. Bureau
Audit Bureau of Circulations

‘AS MILWAUKEE BUYS — THE NATION BUYS!’

The Full Buying Power of The Milwaukee Market

In these days, what Sales Manager can afford to overlook a single possibility in any territory? Now, as never before, the market under cultivation, as well as the market where your product is long established, must be *made* to deliver its full value.

Scratching around on the surface may have been well enough yesterday. Today you must dig in! Dig for profits! Get into the corners!

The Milwaukee Market, with its 600,000 consumers of advertised products, presents a progressive field for more thorough, more profitable cultivation.

The full buying power of the Milwaukee Market is delivered at one cost to advertisers in The Journal. The Journal goes directly to 4 out of every 5 English-speaking people in

Milwaukee. It circulates in every county in Wisconsin. The Journal is the one outstanding, dominant medium of its field. No other advertising medium in the world covers The Milwaukee Market as thoroughly, effectively, economically as The Journal.

So advertising costs—therefore, selling costs—are lower in this thriving financial and industrial center. Results are certain and quick. An ideal territory dominated through *one* newspaper at *one* cost. Dig in with The Journal.

Sales managers are cordially invited to write for particulars of Surveys of The Milwaukee Market. They are immediately available to Journal clients. They make the right course to follow in Wisconsin obvious. They will prove invaluable. So write now.

The Milwaukee Journal

First—By Merit

Harry J. Grant, Pub.

O'MARA & ORMSBEE, Inc.

R. A. Turnquist, Adv. Mgr.

Special Representatives

New York

Chicago

How I Put It Up To My Men

By J. A. Weintz

Sales Manager, J. E. Porter Corporation, Ottawa, Ill.

As an example of the manner in which one company "jacked up" the sales force, this sales manager sent us a frank letter which was individually written to each salesman. We consider it good enough to reprint because of the man-to-man tone in every paragraph and the feeling of understanding of the salesman's problems which seems to form a basis for the letter. It is an inspirational type of letter and is well worth reading.

My Dear Fred:

Get comfortable in that big hotel chair over there in the corner and read every line of this letter carefully. I am writing to you because I can't sit opposite you and talk to you, but I have a message for you that I want to have you think about seriously day-in-and-day-out, with the firm belief that this message was not written unsympathetically or in a "holier-than-thou-art" spirit—but simply to show you the cards on the table and get your whole-hearted support.

We must sell more goods.

The Board of Directors has just informed me that our selling cost compared with our sales volume is entirely out of line. They show me figures compiled from the sales records of other concerns in similar manufacturing business, and I am forced to admit that we simply haven't got our stride. We walk as though we had shoes that didn't fit—and the worst of it is that our sales expense seems to get higher when we get fewer orders. I don't claim to be able to analyze the reason for that—but I know that the only way we can off-set this constantly rising debit is to put more business on our order-books.

We must sell more goods.

Everybody knows without being told what conditions have prevailed in the field—delays in shipments, changing prices in commodities, pre-election year business hesitancy, post-war curtailment of luxury, etc., etc.—but Fred, we are making goods that will help cut down expenses, increase production, and fill honest needs. Our goods are now sold and have always been sold on a "golden rule" basis of a "square deal" for all.

We must sell more goods.

We have an excuse in days gone by for not producing greater volume—we didn't have a good catalog, we were not large advertisers, our facilities for manufacturing were somewhat limited, our office force was at times inadequate to handle promptly the prospects in our territories, in short, we didn't have the proper kind of tools to work with, and we said, "What more can you expect from us?"

Even then we didn't get much satisfaction from self-pity, did we?

But now, Fred—just size up in your own mind the changing conditions and ask yourself if there is any valid reason why our sales organization shouldn't be

the best one in the field. Suppose everyone should have the same enthusiasm, the same "punch", the same determination to GO OVER B-I-G, that you have this very minute—do you think our competitors would get much of an edge on us from now on?

You bet your life they wouldn't! And yet I must write again in capital letters this time, not only for your benefit, but my own as well,

WE MUST SELL MORE GOODS.

Business to be a success should never have a sales expense of over 10%—all the surplus money should go into improvement of product, expansion of organization, and stabilization of credit. I'm not going to criticize your record, for I believe that you know in your own heart whether you have done the best you could or not—but in order for you to have a better idea of actual conditions in this sales department, I am going to attach herewith a recapitulation of your record for the last nine months, and then urge you to simply open up the throttle and put full steam in the cylinders. I am not saying for one minute that you haven't been working all these months for the Company's interest as well as your own—but I think that even you, Fred, have not realized the imperative need at this time of super-efforts, for it is an absolute fact that if we are going to lead and not follow

We must sell more goods.

What are our competitors doing in Michigan?

Where can we help you, and how?

Write me today just what you would write if you were in my place and I were in yours. I am not going to take offense at anything you say, Fred, and I want you to know that the mere title of "sales manager" hasn't changed my view-point or disposition, or desire to make this good old corporation of ours the SUCCESS it can and must be.

The decision to SELL rests with you.

The decision to BUY rests with the dealer.

The question then is, "Can you afford to have him say No?"

OF COURSE NOT—because "NO" NULLIFIES BONUS.

The sales organization must be a producing unit and have absolute faith and confidence in itself, else it disintegrates into a flabby and unwieldy debit and

none of us can be proud of membership in it.

I think I know how you feel, Fred, swivel chair and dictate a lot of bunk about rosy business conditions and give soft for Jake—all he has to do is sit in a and I can almost hear you say, "Pretty us the devil because we don't send in reams of orders. If he were in my territory right now, I'd show him a few things, you can bet on that. There just isn't any business and that is all there is to it. I'll tell him so when I see him, too."

But Fred, I do appreciate what you are up against and because I believe in you with all my heart, I am counting on you to make a super-effort to surpass any sales record you ever had just for the joy and satisfaction you will get out of it, plus the added pleasure of getting lined up for some real money at the January sales meeting.

Now take a look at yourself in the nearest mirror, and say to yourself, "Fred, you CAN." Then you will merely be repeating what I have been trying to get under your skin all the "pep" I possess and

We will sell more goods.

This is the longest letter I ever wrote to you, Fred, and perhaps you feel that I have taken up a lot of valuable time and paper and could have saved myself considerable effort by merely writing the sentence,

We must sell more goods.

But because I know you get a lot more satisfaction out of a regular dinner than you do out of a "Grabateria", I thought that if I explained the situation in detail you would understand my position here and I could be positive of whole-hearted support and co-operation.

Sell yourself to the dealer—then sell the house—then sell our products.

But don't leave until you have sold something, for if you can't get his name on the dotted line on this trip, but you do make such an indelible impression on his mind that he can't forget you and the name—it is a foregone conclusion that when he does need anything in our line he will give you the business. And if we are going to forge ahead as we ought to we will have to say over and over again to ourselves,

"We will sell more goods."

And then

Do it now.

Yours for full steam ahead,

Prohibition of Good Will

The danger of wood alcohol masked behind even the most dependable of old labels illustrates the fear of Caveat Emptor in these piping days of peace.

Caveat Emptor is the opposite of good will.

With Good Will the buyer believes in and depends upon the fine old trade mark of fine old houses.

Caveat Emptor means let the buyer beware.

In these days there is no longer safety in known labels because liquor is contraband.

Who goes in fear trusting no label, no brand, no seal, no mark, even if blown in the bottle, think what it would mean if all Good Will for every known commodity were destroyed and we had left only Caveat Emptor.

Thanks be, this is only an illustration.

The earning of Good Will is the big thing in big business today.

National Advertising is an engagement entered into by the manufacturer to safeguard the interests of the consumer in consideration of the creation of a Good Will asset.

*Advertising space in the Butterick Publications is
for sale through accredited advertising agencies*

Butterick—Publisher

THE DELINEATOR
(*\$2.50 a Year*)

THE DESIGNER
(*\$2.00 a Year*)

EVERYBODY'S MAGAZINE
(*\$2.75 a Year*)



Advertising and Selling Equally Essential

ADVERTISING and selling are equally essential to the ultimate success of all first class products. Take the principal lines represented in Baltimore by H. B. Cook: Krumm's Macaroni, Spaghetti and Noodles, Sheffield Milk, Brer Rabbit Molasses, Ritter's Catsup and Beans, Elkhorn Cheese, Normanna Sardines, Remmo Soap and Magic Blue.

Only one, Brer Rabbit Molasses, is an active advertiser in publications enjoying anything like the density of circulation which should be the foundation for all first class selling activity—and Brer Rabbit distribution is correspondingly high.

The standing of the other products in Mr. Cook's lines is a very high tribute to his salesmanship. We found Ritter's Beans in 83% of the Baltimore stores, ranking fourth among competing products in distribution, but reported the best seller by only 14 stores out of the 100 interviewed. Their catsup enjoys the third largest distribution with 77%, but was the leader in only 19 establishments. Likewise the Krumm products were in

more stores than any other similar line, but not correspondingly high in consumer preference.

It would be interesting to see what could be done not only for the Ritter and Krumm lines, and the rest of the products so splendidly merchandised by Mr. Cook—but what could be done for any first class product given permanent selling representation here and advertised with an equal insistence by the manufacturer to Baltimore consumers through the city's great Associated Press Papers, The NEWS and The AMERICAN, which have an intensified circulation of more than 185,000, daily and Sunday, reaching practically every buying home in and near Baltimore, covering Maryland and going into nearby parts of the adjoining states as well.

We have valuable market data on Macaroni, Spaghetti and Noodles, Catsups, Pork and Beans, Soups and Canned Food Products, which we will gladly send, upon request, to any manufacturer interested in these lines or in the Baltimore market and the business that it can and will yield when cultivated.

Being in direct touch with every high calibre manufacturer's agent and local representative in Baltimore, we are in a position to make first class connection for any good product promising advertising support through The NEWS and The AMERICAN.

THE BALTIMORE NEWS

Evening, Daily And Sunday.

The Baltimore American

Morning, Daily And Sunday.



Dan A. Carroll
Eastern Representative
Tribune Bldg.,
New York

Frank D. Webb

Advertising Manager



J. E. Lutz
Western Representative
1st Nat'l Bank Bldg.
Chicago

Where to Look for Better Business

By William L. Day

The man who wrote this article is vice-president of one of the "lives" advertising agencies in Philadelphia. He has recently completed, in the interests of his clients, a far-reaching investigation into the causes and opportunities of existing business conditions—particularly as they effect distribution through retail channels. He has very kindly shared the results of his observations with the readers of Sales Management.

A MANUFACTURER of women's garments recently said to the writer: "Our business today is more heavily oversold than it was in the busiest months of 1918 and 1919. In January (1921) we were producing about two thousand garments a month. Today we would be shipping sixteen thousand dozen a month if we kept up to our orders. As a matter of fact, we have been unable to get the labor to meet the demand and we can now no longer accept orders for immediate delivery."

On the same day, another manufacturer—of furniture, let us say, since that indicates his class so far as retail turnover is concerned and does not label him too plainly—painted the following rather gloomy picture of business conditions: "All stores seem to be overstocked. Orders are infrequent and small. I think that in our lines comparatively few retailers have as yet taken any considerable reductions. We have seen no improvement since the first of the year and don't look for any in the near future."

It would be easy to say that the first manufacturer is an optimist and a "go-getter" that he has aggressively gone after business and is being rewarded as a fighter; that the gulf which exists between the two manufacturers just quoted is entirely due to ability, aggressiveness and advertising.

And such a surface conclusion would be wholly unfair and misleading.

These manufacturers sell largely to department stores. In scores of cases they sell the same store. And yet for one business is wonderfully good—for the other discouragingly poor. What is the reason for such a condition? It is explainable wholly by analysis of the retail turnover.

How Turnover Limits Depression

The manufacturer of women's garments sells merchandise which turns at retail, in a normal year and in a well-managed store, from four to eight times. The departments which he sells took their losses months ago; they reduced their old, high-priced stocks and swept their shelves clean. Today they are buying actively because the public, stimulated by offerings of fresh, new goods at attractive prices, is responding. Business is good for this department of the store; as a result the manufacturers which sell this department occupy the rather uncommon and enviable position of being oversold.

The manufacturer of furniture makes merchandise which turns (at most) three times and in many cases only once a

year at retail. Stocks are still heavy in the stores because the public has not responded to rather hesitant taking of reductions. Even under normal conditions the stores would not now be bare of stock since depression has not yet lasted a year and the old stocks, purchased at the high prices of 1919-20 could not have been fully reduced even had demand been normal instead of subnormal. Remember—the retail turnover is only one to three times yearly.

Improvement will come only when these slow-turning departments accept their losses as courageously as the fast-turning departments accepted theirs—when the prices are cut to clear-out figures.

Buyer's Psychology on a Falling Market

From the foregoing, one fact may be deduced: That depression due to falling prices will last in any manufacturing industry approximately as long as it takes an average retailer to turn his complete investment in the commodity in question. If the problem is complicated by labor, fluctuations in raw materials due to speculation, or any of the other factors which enter so largely into the present business situation, depression may last somewhat longer. But, on the other average, business will begin to look up when the stocks of merchandise in the hands of the retailers are exhausted. That period of time is the retailer's turnover period.

But there is another psychological factor which influences the situation heavily. The buyers of women's garments in a department store are schooled to fast selling. If stocks do not move rapidly prices must be cut. And if the first cut does not result in complete clearance, further cuts must be made and the process continued until clearance results. Such a buyer, under the pressure of store heads and the slackness of demand, cuts his stocks instantly and cheerfully. He takes his losses, forgets the depressing past and goes after business with a clean slate.

Buyers of slow-moving commodities have a very different viewpoint. Jewelry, furniture and countless other lines turn slowly. Buyers in these fields are accustomed to long periods of poor demand. Their response to a universal drop in raw material costs is far less energetic than is the response of ready-to-wear buyers. They hesitate to cut prices, and by such hesitation prolong the period of depression, since the public distinguishes little between slow-moving merchandise and fast-moving. All the public demands

is reductions, and it feels that such reductions are as logical in furniture as in garments.

Today, in the increasingly important retail field occupied by the large metropolitan department store, turnover has taken on new significance. Even in normal times the greater part of the business activity of a department store is based on the fast-turning apparel and dry goods lines. These are the departments which daily draw crowds. They get sixty to eighty per cent of all the store's advertising space. And they earn far more than their share of the store profits; almost invariably these departments are owned outright by the store; very rarely are they leased to outside interests.

This condition, of course, is still further intensified by the department store's eagerness to make money this year of all years. Nineteen-twenty resulted rather poorly for many stores so far as profits were concerned; although sales volumes were met or exceeded, profits melted under the pitiless sun of falling prices.

Opportunity for Some Lines

For manufacturers of fast-selling merchandise, this year holds exceptional opportunity. These manufacturers should be able to increase their sales volumes considerably. Despite the drop in value-per-unit characteristic of every kind of merchandise, it should be possible for manufacturers reaching the public through retail outlets with normally rapid turnover, to increase their total volumes of business in dollars.

This is a good opportunity to apply national advertising for the first time to many lines of textiles, garments and similar merchandise. Retailers and wholesalers have cleaned their stocks more thoroughly than ever before. Buying is active and there is no indication that it will not be sustained. The normal activity of these lines plus their present great interest as money-makers for the retailers, insures attention for new lines coming on the market.

It is a good time, too, for the well established, nationally advertised line to better its distribution. If a line has been sold by several stores in a city, and by each in a half-hearted way, now is the time to confine that line to a single store and get thorough co-operation. The whole-hearted interest of a single big and powerful store often will more than outweigh the half-hearted efforts of several weak stores.

If the advantageous position of the manufacturer of fast-turning merchandise be admitted, it should not be interpreted as an irremediable disadvantage for the manufacturer of merchandise which can never attain a turnover so rapid as that of garments and other similar lines. We are entering a period when many selling methods hoary with age will be dropped. Some manufacturers of merchandise which turns very slowly have been supporting in idleness salesmen whose actual selling has been limited to one or two trips a year. It is to be hoped that most retailers and wholesalers will develop the habit of buying more frequently and of carrying stocks for shorter periods. The advantage of rapid turnover has already been pointed out and it is unquestionably true that many retailers have made up their minds that never again will they load up so heavily with slow-moving merchandise. If this is true, the manufacturer in these fields will automatically achieve a more rapid turnover of capital in his retailers' hands. He will find it impossible to introduce new ideas, new designs and new economies with greater rapidity. The old stolidity will be gone from his industry and in its place will come the variety and the energy which rapid selling brings.

All of this means keen watching of sales on the part of the manufacturer. His advertising may very properly point out to his trade the healthy, active condition which has followed the merchandising policies of quicker-selling lines.

He will need his national advertising more than ever to defend himself and his industry from too great absorption of the retailer's interest by the temporarily more profitable "quick sellers".

And, since he has witnessed the revival of business in the lines where the time limit of turnover has already expired, can he doubt that really good business is to come? Even though the present interest in quick-selling items is exaggerated, it is certain that very soon the public must again buy heavily of the slow-moving product.

Can Some Manufacturers Increase Turnover?

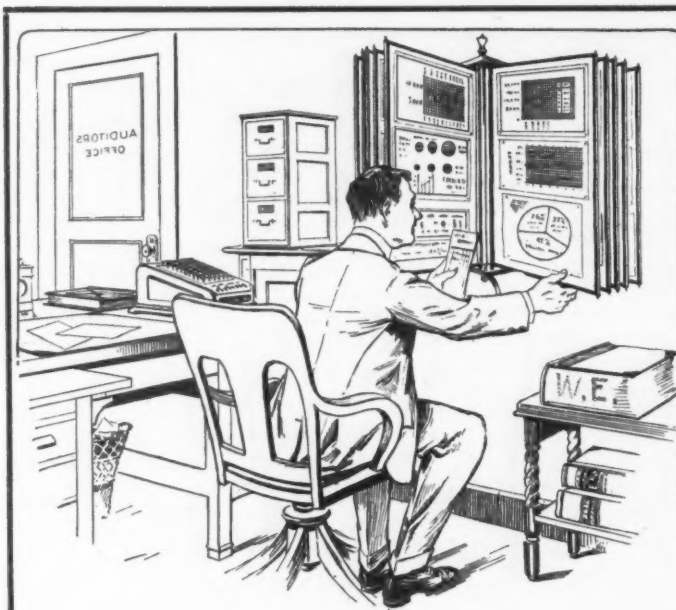
The best lesson that measurement of the turnover of any department of a store points out is: That there is no market condition, however unfavorable, which can delay sustained public demand very much longer than the period in which the average retailer in the business in question turns his complete stock once.

If this is a true statement of conditions which have prevailed for the past eight months (and the writer believes that investigation in any line will bear out the statement), there is no reason for any manufacturer to feel pessimistic over present selling conditions. And there is every reason for makers of commodities which have normally a slow turnover at retail, to study the merchandising policies of fast-turning commodities, to do all they can to bring home

to buyers the wisdom of meeting conditions as energetically as the buyers of more active merchandise have met them; and to continue aggressively their national advertising in order that they may not lose the invaluable interest which merchants of all classes have in their goods.

Even in lines where the normal turnover of the retailers complete stock is very rapid (grocery and drug stores, for example) the interest of the merchant in fast-selling items is very marked. Sometimes it is quite unconscious. But in almost every case these retailers are seeking under pressure of credit conditions, to focus the attention of their public on merchandise which sells rapidly. Often, no doubt, they are purposely depleting their stocks of slow-selling items in order to attempt to create a normal business volume made up almost entirely of fast-selling merchandise. And, when we remember recent credit conditions, what is more natural? The merchant must attempt to maintain his business volume, and if his capital requirements are already overstrained, he turns logically to the items which sell readily and attempts to turn his capital still faster than ever before.

There is plenty of opportunity for new advertisers today in many fields which are distinguished by the rapidity with which stocks can be turned, and there is equal necessity for other manufacturers to defend their merchandise against indifference due to heavier investment and slower stock and capital turnover.



UNIVERSAL DISPLAYORS with leaves turning like the pages of a large loose-leaf book give executives and all others the means of securing the efficiency in visualization that centralized control demands.

We manufacture over 400 different models. Write for information at once. We can solve your problem.

Universal Fixture Corporation
135 West 23rd Street, New York

TAKE A SHORT CUT
with a **UNIVERSAL DISPLAYOR** and keep important information at your finger tips.

Avoid the old method of "hunting" through desks, cabinets and files.

UNIVERSAL DISPLAYORS are ideal for visualizing maps, charts, graphs, posters, surveys, pictures and printed matter.



How We Planned Our Sales Contest

By R. W. Kinsey

Sales Manager, Reeke-Nash Co., Milwaukee

(Milwaukee Distributors of Nash Cars)

The Reeke-Nash Company is distributor for the Nash car in Milwaukee and adjoining territory. By the use of up-and-at-em methods the company has built up a remarkable business, which is the envy of automobile dealers the country over. This story will give you a glimpse of the tactics Reeke used to get business while other dealers were fidgeting in their chairs wishing for things to open up.

LAST Friday afternoon a rather dignified, prosperous appearing woman came into the sales room and asked for one of our salesmen. He was out and I asked her if there was anything I could do for her. Upon learning who I was she told me she had come in to talk about the car she had ordered two weeks ago. It turned out that the salesman had gotten her order without even demonstrating the car, or giving her an opportunity to look at other cars.

She felt that possibly she had made a mistake in not looking around more so it was up to me to demonstrate a car and convince her that she had made no mistake in selecting a Nash. She was soon convinced that she had made no mistake, and just as she was ready to go she asked about the contest and how Mr. Partington, the salesman who had sold her the car, was getting along.

She explained to me that Partington had sold her the car so quickly because he said that he simply had to have her order to maintain his standing in the sales contest. In other words he had first sold her the car, and then to prevent her from putting him off, and looking around for other cars, had aroused her interest in the contest and induced her to place the order immediately so as to enable him to maintain his lead in the race.

I mention this incident merely to show to what ends a salesman will go to get business once you give him some incentive to bring it in. Under ordinary circumstances this order would probably



The "Race Track" is punched with a hole for every point in Salesman's quota. He moves his "car" ahead one point for every \$100 sold.

still be hanging fire. She would still be looking around, trying to make up her mind which car to buy.

But in his determination to keep ahead of the balance of the men this salesman was able to clinch her order before giving her an opportunity to shop around and possibly place the order with some other dealer.

The first three months of the year some of our best salesmen were falling down. They didn't seem able to close up business. They were getting discouraged. None of the men seemed to be taking enough interest in their work.

To give the men some incentive to get out and sell cars I planned a contest to be called the Nash Sweepstakes. A large board was painted to represent a race track, there being a separate track for each salesman. Small, toy automobiles were secured and placed on each track, one car to represent each salesman.

One point represents \$100 in sales and there is a notch for each point in the salesman's quota. Thus each time the salesman's car is moved forward a notch

he has made sales of \$100; when he has completed the track his quota has been reached.

To stimulate interest as the sweepstakes proceed, prizes are given to the first man when he passes the first quarter, another to the first man when he passes the half, and still another to the first who is able to outdistance the other salesmen at the three-quarters post. A prize of \$50 is offered to the first salesman who goes under the wire at the end of the track.

It is anticipated that

some of the men will more than make their quota. So that there will be no slacking up of effort when the first race is finished by some of the salesmen extra prizes are offered to the first salesman to reach the various points on the track on the second round. In case someone completes the entire track the second time a prize of \$100 is offered. The second man to finish two rounds will receive \$50.

The contest is to run three months—April, May and June, and the quotas for each month are based on the amount of business expected for these months, taking into consideration the seasonal fluctuations in business.

The outstanding feature of the contest so far is the surprises handed us by two salesmen in particular. These two men were falling behind each week in the early part of the year. It seemed as if they simply didn't hang on to a prospect long enough to complete the sale. They had a lot of good business in sight, but were unable to close it. They took "No" too easily. When a prospect didn't warm

up quickly enough to suit them they were content to drop him. When the race had been in progress a week or so both of these men were way behind. Today they are way ahead, and working as if their lives depended on it.

These two men, who are first and second respectively, had unsuspected ability. They did not even realize themselves that it was possible to get so much business. I am of the opinion that the uncovering of the possibilities of these two men alone is more than worth the cost of putting on this contest.

As far as I am able to see, the greatest reason for their present success in leading the other salesmen is due to the fact that they have almost refused to take no for an answer. They were too proud to see their cars lagging behind on the track, and their pride has goaded them on to greater efforts than they formerly felt was necessary.

The third salesman is producing a very satisfactory volume of business, but

as yet the contest has had little effect upon him, so far as increasing his business is concerned. This convinces me that he has been putting forth his utmost effort all along—contest or no contest. He seems to be the type of man who works consistently all the time.

This is another interesting point of a contest of this kind. It proves to the men their own ability, and shows them what can be done—especially the men who are liable to allow their greater sales ability to prevent them from plugging as hard as possible, or in using all their powers of persuasion to close business.

Every man is closely watching the board. Although the miniature automobiles mounted on the boards are simply tiny little cast metal toys, the men are having a lot of fun with them. One salesman who is near the end of the list removed his car from the board and took it up to the repair department and ordered it completely overhauled. This

morning he brought it back, and placed it on the track in its place laughingly saying, "Well men, I've just had the little boat completely overhauled. Found out that the wheels wouldn't turn. I've had that fixed up now, so watch out—I'll be passing you all before you 'know it'".

This good natured fun and rivalry keeps everyone in good spirits and is proving to be a great incentive to keep everyone out after business.

We have always had a large board with each man's quota, and his sales chalked up, but it was a cold statement of facts and the men seemed to lose interest in it. With the reproduction of the race track and the position of their car constantly before them their interest is maintained at a fever heat.

This contest has proven the possibility of forcing sales—it has demonstrated that there is always business to be had for some one. The business we are getting this year shows a substantial increase over last year, and is costing us no more to secure than formerly. Of course we are having to work harder for it, and put in greater efforts. Without the contest we would not be getting as much business as last year; no amount of argument, talk, or sales conferences would have proven to the men that the business could be secured with the proper effort. It took a contest to bring out this fact.

There may be other ways to prove to a sales force that hard work and proper following up of leads and prospects will sell as many cars as last year, but I am convinced that our sweepstakes were the deciding factor in putting over the idea to our men—myself included.



What is Your Puzzling Problem?

ARE you getting wholehearted co-operation from the retailer and the jobber? Would you like to know how to teach the dealer to sell your line more intelligently; how to liven up "dead" dealers; how to gain a more perfect dealer distribution by mail?

Would you like to know something of the problems we have met, the experience we have gained, in turning inquiries into orders; in creating a demand for a new article; in maintaining a year-round demand for a once-seasonal product?

May we tell you how we have aided manufacturers in meeting cut-price, coupon and free-deal advertising; how we have reduced the number of

"turn-backs" on sent-on-approval merchandise; how we are making the present-day advertising of our clients insure tomorrow's demand?

We have solved these and dozens of other perplexing situations for our clients. For solving mail advertising problems is our business. We get right down to the tip-end of the root of the matter and find out what's wrong. And then we make it right!

We do not guess. We do not theorize. Every recommendation is based upon keen, practical merchandising experience. We know our business. Which means that we know a good deal about *your* business.

At any rate, a frank, friendly discussion places you under no obligation, and involves no cost.

Will you write us today?

How Credit Knowledge Helps Salesmen

The present credit situation suggests the importance of coaching salesmen in regard to credits. Too many salesmen think that they have no interest in credits and collections. That is the job of the credit department. This attitude of the salesmen costs the house a great deal, and underlies the lack of co-operation that all too often is noticeable in the relations of the credit and sales department. The Dartnell Corporation has just published a revised edition of "What a Salesman Should Know About Credits" which is intended to give salesmen a broad view of the importance of credits as applied to sales work. The book is pocket size and contains over 100 pages of extremely practical information on the subject. It was brought out in collaboration with the National Association of Credit Men.

Just a word of appreciation for your very excellent service. The writer has followed this with a great deal of interest, and the day that the Dartnell Service comes into the office is a red-letter day for me." H. S. Gumf, Sales Manager, The C. & E. Shoe Co.

If your heart is not in your work no wonder your name is not at the top of the list.

THE DIRECT ADVERTISING CORPORATION

W. E. Henkel, Chairman of the Board.
Burton Bigelow, President. Maxwell Droke, Vice-President.
A. J. Randall, Secretary. B. G. Saltzgaber, Treasurer.

539A NORTH CAPITOL AVENUE, INDIANAPOLIS, INDIANA

SALES MANAGEMENT

396

MAY, 1921

Is business heartless and cruel?

*Why are six \$4,000 men cut off?
Why not one \$25,000 man instead?*

IN companies all over the United States pay-rolls are being scrutinized. And time after time this happens:

A two thousand dollar man, a three thousand dollar man and a four thousand dollar man will be eliminated—a saving of \$9,000. A larger saving could have been made by eliminating one \$10,000 man; but the \$10,000 man is kept.

Or six \$4,000 men go out; but the \$25,000 man remains.

WHAT is the explanation? Is business essentially cruel? Why should it visit its misfortunes on the many who are least able to bear it, instead of on the few who have prospered most?

The answer is two-fold. The \$10,000 and \$25,000 men are kept, first, because it would be difficult to replace them when business picks up again.

And second, because such men understand and can perform—in a pinch—the duties of their departmental subordinates. But the departmental man knows his own department, and is useless anywhere else.

To lift men over the dead-line

THROUGH the center of every pay-roll a dead-line runs. Below it are the specialized men who can do one thing and one thing only.

Above it are managers, superintendents, treasurers, vice-presidents, and presidents. They know enough about the fundamentals of sales to direct salesmen; enough about costs, accounting, factory and office management, advertising and corporation finance to be effective in *any* one of these departments.

Such men are rare; no company can afford to spare them. For with them as a nucleus it can, at any time, fill in the departmental positions in its business, and expand its activities again. Without them it is lost.

It was to train men of this character that the Alexander Hamilton Institute

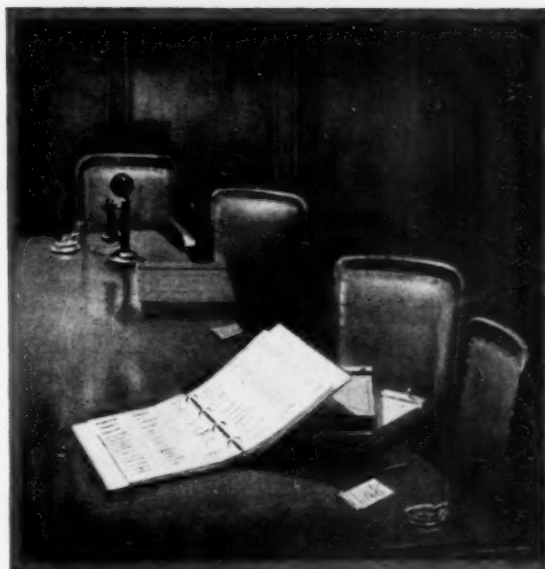
was formed eleven years ago by a group of business leaders. Of the thousands of men who have enrolled for its Modern Business Course and Service, 24,054 are presidents, 5,738 vice-presidents; 4,583 treasurers; 8,932 secretaries; 19,502 managers; 4,276 sales managers.

These men have business worries, as all men do; but the worry of losing their jobs is not one of them. In good times or bad they *must* be retained; they are the real essentials.

The joy of succeeding while you are young

IF you have studied its advertising you have been impressed with the fact that the Alexander Hamilton Institute studiously avoids exaggerated claims. It cannot double men's incomes over night nor transform failures into successes in a month. But it *can* and *does* do this: It eliminates the years that too many men spend in going from one routine departmental job to another. It *does* shorten the path to success; and affords men the joy of succeeding while they are still young.

Hundreds of its men reached positions before thirty-five, which would ordinarily have come to them only at fifty or later—men like Charles E. Murnan, Vice-President of the United Drug Company;



In Board Rooms and Executives Offices the country over, salary lists are being studied and men being shifted as never before.

Roy W. Howard, Chairman of the Board of Directors, Scripps-McRae Newspapers; Stanley L. Metcalf, President, Better Brushes, Inc.; Stephen B. Mambert, Financial Director of the Thomas A. Edison Industries; John G. Wood, President of the Midwest Engine Company. What the Institute has done for such men it *can* and *will* do for you.

"Forging Ahead in Business"

IN a single evening in your own home you can learn the full facts about the Modern Business Course and Service. They are published in a 116-page book, "Forging Ahead in Business." It is a valuable little book that should be in the library of every forward-looking man. And to men of serious purpose it is sent without obligation; send for your copy today.

Alexander Hamilton Institute
867 Astor Place, New York, City

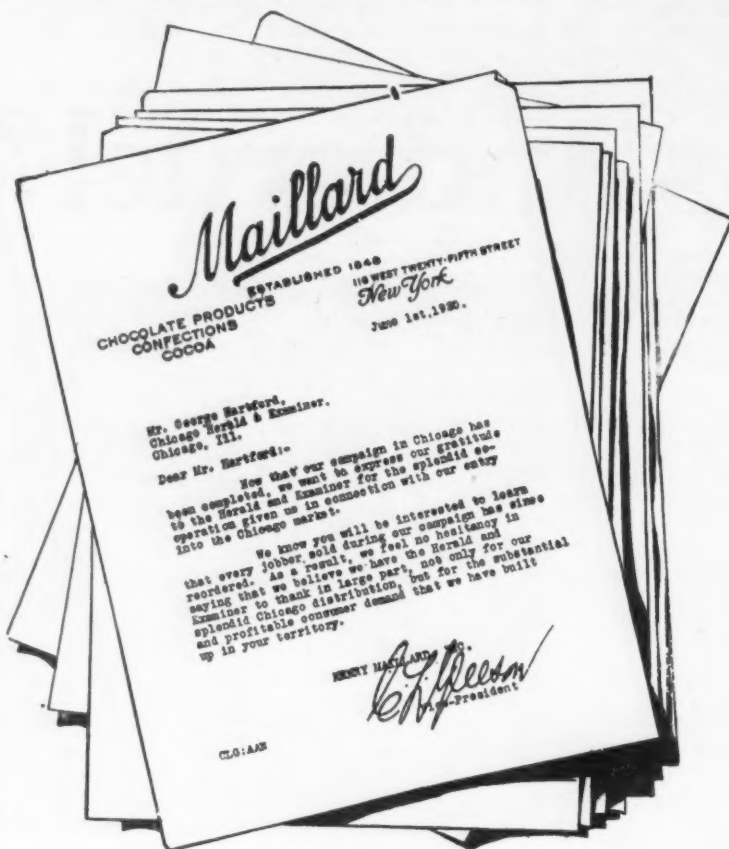
Send me "Forging Ahead in Business" which I may keep without obligation.



Name _____
Business Address _____
Business Position _____

Canadian Address, C. P. R. Building, Toronto; Australian Address, 8a Castlereagh Street, Sydney

Copyright 1921, Alexander Hamilton Institute



Judge it
by what it
has done

THE Chicago Herald and Examiner has served many manufacturers in securing adequate distribution of their products in the Chicago market. That the service rendered was satisfactory is evidenced by the many letters received from these advertisers. To quote one of them:

"We would consider it a gross injustice to say anything but praise for your service. It is most complete and exhaustive, yet simple and easily understood.

"This service was contracted for by me after reaching Chicago—and it did not take me many minutes to decide after having it explained. In a few words, I bought it because I thought it a good buy. Our success with the campaign has fully justified this belief."

First Distribution — Then Advertising

In the case of every manufacturer, dealer distribution and co-operation was secured *before a line of advertising appeared*. The cost was surprisingly low. And then, with the appearance of the advertising, consumer demand was awakened.

With a product of merit plus a fair dealer profit, the plan that the Merchandising Department of the Herald and Examiner has developed and perfected will serve you as efficiently as it has many other manufacturers. Focus your attention on Chicago, the richest market in the world. *It will pay!*

We shall be glad to send you an exposition of the Merchandising Plan of the Chicago Herald and Examiner. Write for it today. It obligates you in no way.

HERALD CHICAGO EXAMINER

Standardizing Report Form Sizes

By Edwin H. Shanks

Editorial Director, The Dartnell Sales Service

During a recent investigation made by The Dartnell Corporation several hundred report forms used by salesmen were collected. It was noticeable that very few of the concerns sending in their forms had them standardized. One concern used eight different forms, each of which was a different size. This makes it difficult for a salesman who has to literally live in a grip to keep his records, and directly contributes to the delinquency of salesmen in furnishing needed reports. This article suggests a remedy.

BILL JONES is wearing down his O'Sullivan's heels several times as fast as last year because he is endeavoring to keep up volume. Having worked up to the last minute in Alliance, he is compelled to pack his grip in a hurry to catch the Cleveland train. The pad of letterheads tucked in the side of his grip is wrecked by the final handful of clothes. As he opens his grip in the hotel at Cleveland, intending to write a letter to the house, ten letterheads are used to decorate the lonesome waste basket in his room. Hasty packing makes wasted stationery.

Later he recalls reports were not made out covering his last two calls, so he rummages around among the papers and clothes in his grip and finally locates the little pad of report slips. He tears off the three top slips which are soiled, feeding them to the hungry basket. The basket yawns for more.

That morning he had made a collection of a bill long past due, co-operating with the credit department, and he inaugurates a search for the collection report forms. He finds them, but only two are remaining and they look as if they had been carried in the hat of some brave sergeant in the recent war during several years of transport duty in a Ford. However, Bill makes the best of one of the forms and fills out his report.

Just before placing his weary bones where he could prepare for the hard day tomorrow he decides to put his mind at ease for the night by looking at the general letter from headquarters to see how much business he must get to make his quota for this month. While searching for the standings of the sales force, he suddenly remembers that alas and alack, he fed said letter to a poor, starving, broken-hearted waste basket in Akron the previous night. So he retires and breathes heavily through an awful nightmare in which he thinks the big brute, Quota, is pounding the stuffings out of him.

In Kingston, N. Y., we find Bob Smith putting up at a local hotel. While Bob is waiting at the desk for the clerk to

take care of another salesman, he whips out of his pocket a neat little loose-leaf, leather covered book. Very apparently it has five sections because of the different tinted pages—white, blue, green, yellow and pink. He opens the book to the first pink page, which color indicates salesmen's expense report forms. His taxi bill and two telephone calls are entered and the book is slipped back into his pocket.

As he presses a thin dime to the lively bell-hop who ushered him to the room on the top floor or second story, a glance at his watch tells him it is just 8:00 p. m. He sits down at the table before unpacking his bag, knowing that he can easily get his envelope mailed to the home office by 8:30.

He does not have to look for a pad of report blanks to make out reports on his calls. The blue tinted pages in his little book are report forms. Furthermore, each report is made out immediately after the call when details are fresh in his mind. The loose-leaf book is ever handy in his pocket for this purpose. So he simply removes the reports which are all ready.

lost order report for the day and the single collection report is made out on the form for that purpose in the center of the book.

Before sealing the envelope he decides to add a little post script to his letter, telling his chief that the Indiana chap who has been leading the sales force for three weeks is going to find an Easterner who will pass him so fast that it will make the Westerner's head swim because, according to the green Quota Sheet in the back of his book, he has just two points to go to beat last month's record and another full week ahead. The little green sheet, on which this salesman's quota standing is jotted down, is a great sales stimulator. He refers to it frequently and seldom fails to exceed his quota because he knows when he must work to keep up the right pace.

This contrast between the daily detail work of two salesmen is obviously imaginary and borders upon "ridiculous simplicity". But it is drawn for the purpose of emphasizing how certain concerns systematize the salesman's daily routine and reduce it to its most automatic operation through the use of standardized forms.

This is a plan that is being used successfully by such concerns as Pierce, Butler & Pierce Manufacturing Corporation, New York City, and Bishof, Sterne & Stein Company, Cincinnati. These companies find that by simplifying and reducing to a mere routine the salesman's daily detail work, it tends to stimulate sales. At the same time this plan assures the house getting promptly from salesmen reports that are considered so important. In speaking of their experience with this plan, William J.

Cox, vice president of Pierce, Butler & Pierce Manufacturing Corporation, says:

"We find the standardized report blanks a great convenience to our salesmen in that they are all carried in loose-leaf binders together with other statistical information and a primer of the heating business. From time to time we add to this information, endeavoring to

(Continued on Page 404)

These standardized forms for salesmen, carried in a loose-leaf book, pocket size, systematize the work of Pierce, Butler & Pierce Mfg. Corporation salesmen and permit more productive time to be devoted to selling.

One of the reports calls for a special letter. The white pages in his book have printed across the top, "Salesman's Daily Letter". His house does not care for letters of the long winded variety and the very size of the salesmen's letterheads suggests being brief. The letter written, it is attached to the report.

Next, he removes one of the yellow sheets on which all route lists are made out, and quickly fills it out. There is no

The outlet to the Southern Market

One hundred eighty three thousand eight hundred and seventy stores of varied character comprise the outlet to the great Southern Market of over thirty million people with money to spend.



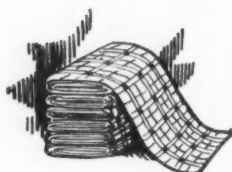
31,744 DRUG STORES

Toilet requisites—soft drinks, medicines, candy and sundry articles find ready sale from these shelves when advertised.



22,569 GROCERY STORES

This number of exclusive grocery stores distribute thousands of tons of food-stuffs to Southern people.



17,490 DRY GOODS STORES

Supplying the clothes and household necessities of the South. Their stocks replenished in accordance with the demands of the public.



6,143 BOOT AND SHOE STORES

Selling boots and shoes exclusively (besides numerous boot and shoe departments in other stores), selling a minimum of over 60,000,000 pairs of shoes a year.



11,021 HARDWARE STORES

Selling products that help to fill the hardware needs. Needs that are established and essential to the entire South.

Northern and Western manufacturers who overlook the South are passing up a wonderful market of prosperous people.

The Key to the Southern Market



Southern newspapers offer you the direct media for introducing and selling your product in the South.

In planning your next appropriation, figure on using generous space in Southern newspapers. With no other mediums can you so surely, so economically, influence the Southern Market.



SOUTHERN NEWSPAPER
PUBLISHERS' ASSOCIATION
Chattanooga, Tenn.

What Kind of Merchandising Service Are You Willing to Pay For?

If a newspaper can do a better soliciting job for less money than your own sales force, your sales force needs a transfusion of blood.

If newspapers could save you money by so doing — they would advertise to sell goods for you, solicit free advertising for you, distribute samples for you, canvass for window displays for you and trim windows for you — **AND CHARGE YOU FOR THEM IN THE ADVERTISING RATE.**

If it were for the good of advertising, newspapers would do these things.

Instead of which the Newspaper Division of the Associated Advertising Clubs of the World, in conference with and upon the advice of the American Association of Advertising Agents, have agreed that it is unprofitable, unfair and altogether ill-advised to grant "requests for service that is clearly not within the province of newspapers, such as selling goods or **other canvassing**, or the payment of bills for printing and postage of letters, broadsides, etc."

Write to the Associated Advertising Clubs of the World for their newly adopted Standards of Merchandising Practice, or to us, and we will send with it The World's Plan to give Merchandising Service that is for the good of the cause of advertising, that seeks to promote a permanent willingness to co-operate, rather than a mere temporary passive acquiescence in co-operation on the part of the dealer — Service that is for the majority, not for the few.

Have You Seen "The New York World's Buying Centers of Greater New York"?

Advertise in Newspapers by the Year

The New York World's Merchandising Department

Mallers Bldg., Chicago

Pulitzer Building, New York

Ford Bldg., Detroit



Personal Items

This corner has been set off to keep you informed of the movements of your friends and co-workers in the sales field. Help us to make it complete by sending in such personal items—especially new appointments—as you think would be of interest.



A. P. PAYSON, formerly sales manager of the Charles R. De Bevoise Company, Newark, N. J., has resigned and accepted the position of sales manager for The Young Hat Company, Norwalk, Conn.

J. E. WEST, district manager for The Dartnell Corporation in the Wisconsin territory, has been appointed general sales manager. He is succeeded by EARNEST W. DUNLOP, former sales manager of The Thompson Shoe Company of St. Paul, and at one time assistant sales manager for the Harsh & Chapline Shoe Company of Milwaukee. Mr. Dunlop's headquarters will be in Milwaukee.

On April 1st JESS H. WILSON became general sales manager of The King Coffee Products Corporation of Detroit, having resigned as sales manager of The Pompeian Company of Cleveland. JAMES KING, formerly assistant sales manager for The Pompeian Company will succeed Mr. Wilson.

The Commerce Motor Car Company of Detroit has promoted GEORGE D. WILCOX from director of sales and advertising to the position of general manager. Mr. Wilcox has served the company as sales manager for seven years, and is succeeded by ORVILLE D. COPPOCK his assistant.

J. M. SPRAGUE has been appointed sales manager of the Chippewa Shoe Manufacturing Company, Chippewa Falls, Wis., to succeed W. P. CRUSE.

NORVAL A. HAWKINS, author of "The Selling Process" and "Certain Success", and formerly commercial manager of The Ford Motor Company, has joined the General Motors Corporation of New York in an advisory capacity and will handle all sales, advertising and service matters.

WILLIAM F. O'BRIEN has tendered his resignation as sales manager of Heath & Milligan Manufacturing Company, Chicago paint and color makers. He has not announced his plans for the future. HOWARD ELTING, president of the company will take charge of the sales temporarily.

E. A. SATTLER, more familiarly known as "Sam" in the rubber industry, has resigned as Director in charge of sales of Howe Rubber Corporation, New Brunswick, N. J. OTIS R. COOK, of Cleveland, will succeed Mr. Sattler as vice president in charge of sales. Previous to joining "Howe" Mr. Sattler was for many years with the Diamond Rubber Company in charge of solid tire sales at Akron, and later in the East with headquarters in New York City.

FRANK E. RUTLEDGE is president and general manager of The Anoka Fibre Furniture Company, Anoka, Minnesota. This company, recently incorporated, is prepared to completely equip a home with fibre furniture. They will also make fibre furniture for general offices and reception rooms. Mr. Rutledge recently disposed of his interests in The Scholl Manufacturing Company of Chicago, makers of foot appliances, of which company he was sales manager.

MARVIN E. NORTHROP, formerly vice president and sales manager for Better Brushes, Inc., Palmer, Mass., recently resigned and has become associated with the Alexander Hamilton Institute as a sales representative in northern New York. Prior to the appointment of a new sales manager, STANLEY L. METCALF, president and general manager, will handle the executive end of the sales work.

W. F. MARR is now sales manager for The American Ironing Machine Company, Chicago. It was recently announced in Sales Management that Mr. Marr was succeeded by O. W. ALBAUGH as sales manager of the McCaskey Register Company of Alliance, Ohio.

JOHN W. MESSIMORE, until recently sales manager of the Canton Art Metal Company of Canton, Ohio, has been made general sales manager of The National Safe Company, Cleveland, Ohio. Mr. Messimore was at one time associated with Cameron & Amberg Company of Chicago, later with Yawman and Erbe Manufacturing Company and more recently with the Art Metal Construction Company.

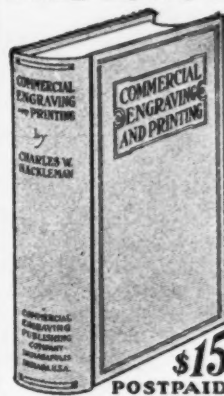
The Winther Motor Truck Company of Kenosha, Wis., announces the election of HOMER HILTON as vice-president and general sales manager. Previously he was sales manager of the Oshkosh Motor Truck Manufacturing Company of Oshkosh, Wisconsin, and a director of the National Association of Motor Truck Sales Managers.

R. B. DICKSON, Chicago district manager of the Kewanee Boiler Company, will succeed H. E. PURCELL as sales manager of the company on May 1st, with headquarters at Kewanee, Illinois. A. B. MARTIN, now at the Kewanee office, will fill Mr. Dickson's place in Chicago.

J. E. TRACY has been made vice-president and director of sales of the Hicks-Parrett Tractor Company. For the past four years Mr. Tracy has been general sales manager of the Sterling Motor Truck Company of Milwaukee, and previous to that was sales manager of the Milwaukee Corrugating Company.

Commercial Engraving and Printing

An invaluable time-saving reference book and office help for advertising managers, printers, craftsmen, students, etc. Gives you a practical working knowledge of Commercial Photography, Retouching, Drawing, Engraving and Printing Processes, Lithography, Offset Printing, Rotary Photogravure, Paper and various other allied subjects.



Over
800 Pages

More
Than 1500
Illustrations

\$15
POSTPAID

Pronounced by critics and practical advertising men as the most thorough and comprehensive work on these subjects ever published. A complete text book for the man who wants to increase his efficiency and his earning capacity. Send \$15 for a copy of the book, with privilege of returning within 10 days for refund of your money if not satisfied. Sent on 10 days' approval without advance payment to established firms if desired. Write for complete outline of contents.

Commercial Engraving Publishing Co.
Dept. W. Indianapolis, Ind.

District Representative Wanted

The Dartnell Corporation has an opening for a man who is big enough to meet sales executives in varied lines of business and help them solve present day sales problems.

We are not looking for a one-time salesman or an ex-book agent. We want somebody who is or has been a sales manager, one who can talk with sales managers, not at them. We want a man who wears well, and who has the staying power to take hold of this territory and build it up. He should be in his early thirties, have at least five years' selling experience and be able to successfully handle salesmen.

To such a man we will turn over a territory that is second to none. We will pay him a commission on all business written, mail order as well as personal, and a liberal commission on renewal orders. To the right man we will allow an adequate drawing account and give him strong mail co-operation, leads, etc. This position should pay \$4,000 the first year, and increase at the rate of \$1,000 a year for several years to come. Its potential paying power is three times that amount. Do not answer if you are only looking for a job "until business picks up." We want a man to join this organization and grow up with it—not a "journeyman" salesman.

THE DARTNELL CORPORATION
1801 Leland Ave., Chicago

use these sheets for information of a more or less permanent character.

"We found, when our blanks were of various sizes, that the salesman would have a large number of those seldom required and frequently would be out of those needed for immediate use. He now plans to keep just enough blanks to last him a certain period, allowing for occasionally spoiling a blank.

"Since we have been using the loose-leaf book of report blanks, we have less difficulty in getting reports in regularly from our salesmen, and we find that the general information sheets are kept better in a binder than if kept loose in the salesman's bag with his other papers and lists.

"Furthermore, the report blanks are not used as figuring sheets but are kept for the purpose for which they were intended, that is, to make reports to the office. We firmly believe in standardized forms for the salesman's use."

How One Concern Got A Line On Its Market

A GREAT many concerns are not doing intensive selling on a scientific basis largely because they feel it is impossible to obtain the proper statistics as a foundation for their sales research work. The time worn expression is this: "Our business is different. I can readily appreciate how you can do research work in any other business except ours. But, you see, our business is different."

Usually the necessary statistics for such work are available in some form either inside the company's walls or outside. Take for example the drug business. To the average sales manager it would seem a hopeless task to get the per capita statistics in such a diversified

business. However, one company reports that they secured a working basis for their sales research in the following manner:

First, it was found through one source that the common percentages of retail drug stores sales were as follows:

Prescriptions	10%
Proprietary Medicines.....	22
Toilet Articles	10
Rubber Goods	3
Candy	5
Cigars and Tobacco	8
Soda	14
Other Goods	28

This data was obtained through an investigation by the Harvard Bureau of Research. Next, application was made to the Bureau of Revenue for receipts of excise taxes from specific sources of internal revenue. The company was able to obtain such useful statistics as these:

*Candy	\$23,142,033.53	5%
*Toilet Soaps, etc.	1,919,398.44	3
Perfumes Cosmetics and Medicinal Articles—		
\$6,427,881.08—One cent on each 25c or fraction.		
Soft Drinks, etc.—\$26,487,005.56—one cent on each 10c or fraction.		
Tobacco—\$289,809,355.44—(Includes all taxes).		
(*Excise Taxes—Manufacture)		

The per capita sales are obtained from these figures by dividing the total sales by the population of the United States which is approximately 105,000,000. For instance, the amount received from tax on candy, as shown from figures furnished, was \$23,142,033; by using the rate of tax, which was 5%, it was found that the total sales for the Country amounted to \$462,840,660. Dividing this by the population of the United States, or about 105,000,000, it is found that the per capita consumption of candy for the year ending June 20, 1920 is about \$4.41.

Other statistics were obtained from additional sources. Much valuable data was found in the records of the company itself. But the point is that the very statistics for which any sales manager has had a continuous desire may be within easy reach. The uncovering of the figures may mean the development of just the sales plan your business needs under present conditions. No business is so different that it will not respond to scientific and intensive selling methods.

Salesman's Original Alibi

C. N. Wolgamood, director of sales, Lutz & Schramm informs us of the latest alibi invented by salesmen. A daily report from one of his salesmen told of calls on twenty dealers, no order having been taken. On the bottom of the report was the following original lalapaloosa:

"It was an exceptionally fine spring day and all the salesmen were out selling, so the retailers didn't have time to see me."

J. George Frederick, who frequently writes for this magazine says, "A pessimist is one who wears both a belt and suspenders."

Look it Up in Cram's



Here is a book as essential to the business man as the revised statutes to the lawyer. It answers the thousand and one questions regarding territory and commercial statistics that are constantly coming up.

This 1921 edition of Cram's Modern Reference Atlas is a veritable mine of valuable information, containing new and authentic maps of every nation of the world, showing all the changes made by the war; the U. S. census figures for 1920, together with various statistical tables compiled therefrom; and numerous other special features of value to every business man.

Size 12
x15" 496
pages.
Weight 10
lbs. 300
pages of
maps. 90
double page
maps. Printed
on finest map
paper, bound in
buckram.

CRAM'S MODERN REFERENCE ATLAS

THE STANDARD SINCE 1867

This year—of all years—you need a new atlas. Many of the maps in your old atlas are today incorrect, and the statistical tables are ten years old. The new maps and the new statistics make this edition especially valuable. All of the descriptive matter has been rewritten and brought down to date.

Special Features of the New Edition

The Descriptive Gazetteer, a history of each state and country, giving data on soil, climate, resources, population, etc.; large double page maps of states and foreign countries, and of principal cities of U. S.; topographical and geological maps, biblical and historical maps; general resume of postal, cable and telegraph information, statistics on commerce and finance, etc., etc.

The price of the Modern Reference Atlas is only **\$19.50**
Prepaid anywhere in the United States

Descriptive Circular, With Sample Maps, Sent on Request

THE GEORGE F. CRAM COMPANY

Atlas Headquarters—Established 1867

121 N. Market St., Chicago

119 Nassau St., New York

Are Your \$100 Salesmen Wasting Time On \$40 Clerks?

"Sales Management" is Starting a Campaign to Help Keep Down Selling Expense by Urging Buyers "To See Salesmen Quickly"—How You Can Help

IN order to find out how much time salesmen waste waiting on buyers Sales Management started out to interview several salesmen to get their experiences. It was found that at least 20% of the day is spent in waiting for buyers. More and more buyers are surrounding themselves with all kinds of obstacles to consume the salesmen's time. In most cases this is entirely unnecessary and brings about a terrific waste of time. Obsessed with the idea that a salesman's time is not important many firms have acquired a habit of keeping salesmen waiting for no reason whatever. This habit is becoming a boomerang and increasing the cost of merchandise. You are paying your share of it—you can help reduce this cost if you will instruct your buyers to "See Salesmen Quickly."

Some of the many incidents unearthed in our investigation are related here just to give an idea of the time consuming practices which the salesman has to deal with.

Working on St. Clair Avenue in Cleveland recently a Dartnell reporter met a salesman. He was in a great stew. He had made several calls that morning and had secured no business. The first call after lunch had resulted in a request to call in about two hours, because the buyer was "in conference". "These conferences are driving me mad", said the salesman, and as the reporter had been up against the same proposition that day he found it not hard to sympathize with the salesman. So they made an appointment to have dinner together.

When the salesman walked in the hotel that night he had an interesting story to tell. He had not been able to talk to a single buyer or prospect the entire afternoon. He had, to use his own words "chased up and down St. Clair Avenue all afternoon, trying to catch some one who was not "in conference".

After filling out a card, that asked all kinds of questions, the phone operator at a paint company called an office boy who took the card in, only to come out after a moment or so to say that the buyer was "in conference" and would be unable to see the salesman for about an hour or so.

The next and closest name on the list of prospects was a tool manufacturer whose plant was located half a block from St. Clair about a mile away from

the paint factory. The salesman took a car to the tool manufacturer's plant. He passed his card through the conversation hole in the plate glass cage of the phone operator—the only person in sight. He requested to see Mr. So and So. The operator took her time about locating him, but when she finally found him, he too, was "in conference" and would be unable to see him for some time. Rather than wait the salesman decided to make one more call, before again visiting the paint factory.



The publishers of Sales Management have prepared for gratuitous distribution hangers with the slogan "We See Salesmen Quickly". The hangers are attractively printed in sepia ink on India tinted stock, and strung with silk. They are 9 x 17 inches in size. We will be glad to send you without cost or obligation, postage paid, as many hangers as you will agree to put up. Address:

SALES MANAGEMENT MAGAZINE
1801 Leland Avenue Chicago

His next card bore the name of a well known manufacturer of household utilities who was on St. Clair—still nearer where he started from. So he took another car and "doubled back" past the paint plant to the third factory. Here the man he wished to see was very kind—he hurried out to tell the salesman that he was entertaining one of his salesmen from Grand Rapids and that he would be unable to talk to the salesman that day at all.

On his way down stairs the salesman was thinking to himself that surely he would be able to see his first man at the paint factory. By this time it was getting on late in the afternoon, and he

had consumed about two hours running back and forth up and down St. Clair Avenue.

The man at the paint factory sent out word that he was still in conference, and suggested that the salesman call him on the phone next morning and make an appointment.

For the third time the salesman took another car and rushed down the street to the tool plant only to meet the man he wished to see getting in his car. He was going up to the club to spend the remainder of the afternoon. Desperately he hailed the man on the sidewalk, who very cordially shook hands with the salesman, offered his regrets that he could not wait to talk to him, stepped in his car and drove off, leaving the salesman standing there a fit candidate for the Bolsheviks, or the nut house.

He didn't have another call to make in the neighborhood. By the time he could reach his next customer it would be after five o'clock, so he called it a day and beat it for the hotel, wishing that he had taken friend wife to see Mary Packbanks at the movies.

This is not an unusual experience. The trouble is that more likely none of these men were too busy to see the salesman when he first called. His proposition does not require much time to explain. At least two of them could have seen him in five minutes after he called, but he was only a salesman so they put him off with that nerve racking statement, "I am in a conference".

We don't think that a man who is actually in a business conference should interrupt it to see a salesman—it is foolish to think that any man would keep several executives waiting while he excused himself to see a salesman. But many so-called conferences are merely a gabfest of two men. They may be talking business or they may not be. But word goes out that they are "in conference" and no one dares bother them.

Another salesman had occasion to call on a large stove factory. It was at one end of town in a new industrial district and no other prospects or customers were in the immediate vicinity. Rather than take a chance on finding his man out he called up and made an appointment. Yet he was forced to wait almost forty minutes before the young man would see him. Ten minutes or less

were required to complete the sale. Due to the time consumed in reaching the factory and the fifty minutes spent in the office, forty of which were wasted, the salesman was able to make only two calls that afternoon.

The young man was dictating, and finished a number of letters before seeing the salesman. His stenographer's desk was right next to his, and there was no excuse for him keeping the salesman waiting after he finished the letter he had started when the salesman called.

In Chicago recently a salesman for an office supply house called on one of his customers. Word was sent out that it would be about thirty minutes before the salesman could be seen. The salesman waited practically an hour and asked the girl to find out if the young man intended to see the salesman that afternoon. This time he sent out word that he was very sorry to have kept the salesman waiting, but he had been in confer-

ence, and he was now signing his mail and couldn't see the salesman after all.

It was about four-thirty then, and no other calls could be made. This buyer not only wasted a good part of the afternoon for the salesman, preventing him from making at least two other calls, but demanded more of his time the next day, fully expecting the salesman to call the following morning.

Aside from the time wasted, the salesman resents the lack of courtesy on the part of the buyer and if he ever has a bargain, or a special price of any kind it is going to the buyer who sees him promptly and is courteous.

A Chicago sales manager claims that he could get along with four salesmen instead of six if buyers would be more considerate of their time. Two extra salesmen are necessary simply because buyers prefer to have a salesman cool his heels in their outer offices from ten to fifty minutes before seeing them.

Sales Management admits there are times when a salesman cannot be seen promptly—the buyer may actually be in an important conference, or it may be necessary to complete some urgent work before seeing the salesman—these are not the cases that cause most of the delay in seeing salesmen. Most of the time spent in waiting to see buyers is due to a lack of consideration, thoughtlessness, or downright carelessness on the part of the buyer.

On the other hand there is the salesman who stays too long—who never knows when to stop talking, or has no respect for the buyer's time. To reach both classes—the buyer who keeps the salesman waiting too long, and the salesman who overstays his welcome Sales Management will be glad to send a neatly printed card bearing a suitable inscription to every subscriber who will agree to hang it in his waiting room.

We believe that hanging this card in the outer office of your plant will save much of your time, speed up selling and show both buyers and salesmen the necessity for working together to save each other's time. Remember that it is up to you to save some salesmen's time, if you are to expect some other concern to save your salesmen's time.

Cutting Selling Expense on the Pacific Coast

W. W. Shannon, sales manager, Pacific Coast Borax Company, New York City, says: "I endeavor to spend as much time as possible in the field with salesmen and district managers, with the hope of arriving at some further means of reducing operating expenses."

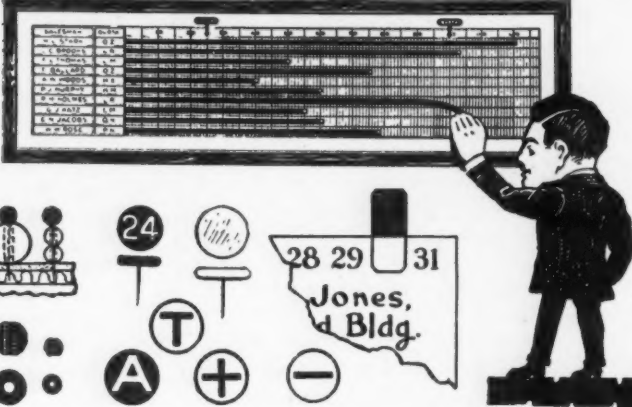
This seems to be a method being used by many sales managers who are determined to get salesmen's operating expenses and general sales costs right down to rock bottom. Another sales manager using this plan is putting new life into a time worn word by operating a campaign based on the slogan "100% Efficient". He is visiting each branch office and conducting salesmen's meetings on this theme. In these meetings he makes it his business to show the men how to cut operating expenses, sells them on how it will work to their advantage and is succeeding in arousing enthusiasm in living up to this slogan from a standpoint of cutting expenses as well as selling.

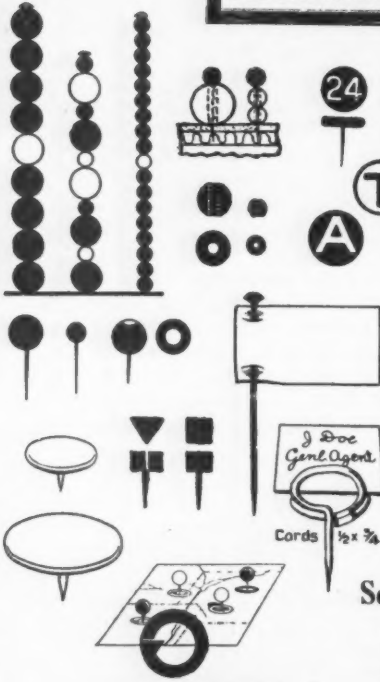
Walter E. Smith, of The Park & Polard Co., Boston, doesn't take a whole lot of stock in so-called scientific salesmanship, as may be gathered from a gleam from his recent letter: "And this routing of salesmen, asking them questions as to just what the customer said and what he said, and then what did the customer say, and then what did he say again, and how many redheaded men he called upon during the day, and how many had green hair, how many had pug noses, and how many were bowlegged, never made a very great hit here, although it may be the thing to do."

But Mr. Smith, a sales manager must do something to justify his holding down a job.

GRAPHIC MARKING DEVICES -

**FOR
MAPS
AND
CHARTS**





Every Salesmanager Needs EDEXCO DEVICES

for keeping Graphic Records

Compare sales with quotas—locate agencies—check credits—tell where men are—**ALL AT A GLANCE.**

Send \$1.00 today for big trial outfit containing 100 map pins and other marking devices, sales maps, charting papers, curve cards, **EDEXCO** map mount, 2 catalogs—**Graphic Supplies and Mechanical Graphs**—and special Instruction Sheet on Starting and keeping Graphic Records. Catalog alone sent free. Please indicate one desired.

EDEXCO GLASS HEAD MAP PINS

Color runs clear through. Will not peel, chip, nor scratch. 2 sizes—5 shapes—16 colors.

EDEXCO Pins make your sales map tell the truth

Educational Exhibition Company

534 Custom House Street

Providence, R. I.

For Quick Information

about the following advertisers, and what they will do to help you move their goods, check this list and send it to the Farm Journal, Philadelphia.

Absorbine	Ingersoll Watches
Acme Quality Paints	Iver Johnson Arms & Cycles
Advance Auto Accessories	Jello
Ajax Tires	K Stamp Puller
Angelus Marshmallows	Karo
Apello Roofing	Liquid Veneer
Artemis Piano Players	Lucas Paints
Atlas Farm Powder	Mayo Underwear
Baldwin Pianos	Maytag Multi-Power Washers
Ball Band Rubber Footwear	Mazola
Beech-Nut Brand Products	Mellins Food
Blabon Art Linoleum	Mentholum
Black Flag Insecticide	Miller Tires
Boss Gloves	Mustero
Buckeye Grain Bins	None-Such Mince Meat
Bull Dog Stump Pullers	Oak Flooring
California Raisins	O-Cedar Polish
Caloric Pipeless Furnace	Pennsylvania Tires
Carey Roofing	Pepsodent
Certaineed Products	President Suspenders
Chase Furwove Coats	Racine Tires
Chicago Flexible Shaft Co.	Red Devil Tools
Clothescraft Clothes	Reliance Shirts
Coco-Cola	Remington Arms
Coleman Quick-Lite Lamps	Resinol
Colgate's Toilet Articles	"Save the Surface" Paint
Columbia Grafonola	Set-Snug Underwear
Congoleum	Simmons Beds
Cornell Wood Board	Simplex Ironers
Crompton Corduroy	Sloan's Liniment
Cushman Engines	Smith Bros. Cough Drops
Dandelion Butter Color	Smooth-On Iron Cement
Detroit Vapor Oil Stoves	Stifel's Indigo
Diamond Dyes	Sunset Soap Dye
Durham Hosiery	Tapatco Horse Collars
Edison Phonographs	Thermo Sport Coat
Effecto Auto Finishes	Top-Notch Rubber Footwear
Elgin Watches	Tower's Fish Brand Slickers
Enterprise Food Choppers	Triumph Traps
Exide Batteries	U. S. Tires
Fels Naptha Soap	U. S. Rubber Footwear
Firestone Tires	"Universal" Home Needs
Float-a-Ford Shock Absorbers	Vaseline Capsicum
Glastonbury Underwear	Velasie Underwear
Goblin Soap	Victor Victrolas
Goodrich Tires	Walsh Harness
Goodyear Tires	Waterman's Fountain Pens
Hanes Underwear	Watkins Coconut Oil
Hansen Dairy Preparation	"Wear-Ever" Aluminum
Hartshorn Shade Rollers	Westclox Clocks
Lassler Shock Absorbers	Winchester Arms
Dr. Hess & Clark Tonics	Wright Liquid Smoke
High Rock Underwear	
Hires' Root Beer	
Hydraulic Cider Press	



"Unlike any other paper"

FARMERS are getting busier and need more tools to keep things going. Trips to town will be more hurried. Advertised lines will sell most readily—especially lines advertised in *The Farm Journal*, America's largest farm paper, with a hundred or more good subscribers in your trading district.

Your interest in The Farm Journal lies in the fact that it helps sell more goods for more merchants than any other one farm paper—it is much the largest farm paper in the world.

The Farm Journal

CHICAGO PHILADELPHIA NEW YORK

*Sells Most Goods Because
Read by Most Farmers*

Another of The Farm Journal's Advertisements to Retail Merchants

Man Hunting

While during the past year or two when demand exceeded supply an amateur could distribute more goods than could be sold under ordinary conditions by a good salesman, things are going to be different from now on.

Instead of throwing money blindly at the map for alleged national advertising and pretty printing which does not sell goods, our effective sales manager must be a man-hunter and use directly hooked up daily newspaper advertising to reach the man with the dollar.

Before the war no dependable information existed for locating the man with the quantity of dollars necessary to buy any stated variety of goods in different sections of the country. To-day we can trace him to his home and know approximately how many of those with certain definite incomes live in different sections and exactly how many of them can be reached through printed advertising.

The daily newspaper automatically finds practically every worthwhile prospect in the country every day.

Any sales manager sincerely interested in developing his market along these definite lines is invited to confer with me.

JASON ROGERS.

THE NEW YORK GLOBE

Member
A. B. C.

LORENZEN & THOMPSON, Inc.
Special Representatives

170,000
a Day

Chicago, People's Gas Bldg.

New York, 19 West 44th St.



Trade-Mark and Good-Will Protection

Subscribers are invited to submit problems relating to registration of trade mark, label infringements, etc. If possible, they will be answered in a forthcoming issue. Address: Trade Mark Department, Sales Management Magazine, 1801 Leland Ave., Chicago.

Good-Will Rests Upon Name Not Formula

Houston, Texas—Is it true, as I am informed, that a decision recently rendered by a U. S. court in Louisiana established the principle that a change of formula in manufacture has no bearing upon the degree of protection that may be claimed for the good-will of the business? J. J. F.

Substantially, your impression is correct. The decision to which you refer undoubtedly was that in a case that dealt with the good-will in "Tabasco" sauce. It seems that the McIlhenny Company after putting out its "Tabasco" sauce for some years adopted a different formula and patented it. Later this patented formula in turn was abandoned. The court held that inasmuch as it was the trade-mark and not the process which capitalized the good-will of the concern, the change of formula did not modify the existing good-will.

Symbol of Widest Appeal Is the Dominant Exponent of Good-Will

St. Louis, Mo.—When several symbols of good-will are simultaneously in use in connection with one business how is it determined which is the dominant device and consequently entitled to the greatest protection? T. R. & Bro.

Generally speaking, the Federal courts and other referees have held that the maximum protection against imitation or infringement is due to whichever of the several symbols of good-will has the widest possible appeal or is the most clearly comprehensible to the majority of the public. This logic is in line with the reasoning of the trade-mark tribunals that it is not the impression made upon the mind of a sophisticated or expert buyer that is to be taken into consideration, when there is a competitive clash, but the idea that will be conveyed to the casual, hurried or heedless everyday consumer.

This question of the relative importance of parallel mediums of good-will has never been discussed more illuminatingly for sales interests than on the occasion of the recent disposition, in the Court of Appeals at Washington, of a contest between the Blair Milling Company and Aunt Jemima Mills Co. The goods in conflict are known in the trade as the "Sambo" and "Aunt Jemima" brands but these trade names are supplemented by pictorial representations of trade-mark characters, as between which there was alleged similarity that was accounted likely to induce confusion in trade.

It was the opinion of the court that the picture on the package rather than the brand name that was expressive of good-will. The judges remarked that the Aunt Jemima flour has become so widely

known that a glance at the picture would satisfy the average purchaser. "In other words", was the judicial comment "while the goods are known by name, the picture is the distinguishing feature by which the goods are visually identified". Approach, by a newcomer in a sales field, to the mark of an established rival must be construed, said the court, as ground for suspicion of an intent to appropriate good-will.

Merchandise, Not a Mart Nor a Service, Is Eligible for Trade-Marking

Peru, Ind.—Is it your understanding that the property rights of trade-marks and the good-will for which they stand are applicable to a place of business as readily as to a line of merchandise? One member of our firm feels sure that we cannot get trade-mark protection for the name that is to be applied to a chain of stores even though we can establish the existence of good-will? P. M. Co.

Good-will is vested in a place of business quite as consistently as in a firm or a product but trade-mark rights, as attested by registration at the U. S. Patent Office, are possible only in the case of articles of commerce. The current year has brought a most interesting exemplification of this, incident to a contest over the right to the use of the name "Marinello" as applied to cosmetics, toilet preparations, etc. The test was between the Marinello Company and Mrs. Anna M. Skene who desired to make use of the name "Marinello" in advertising her beauty shop in Chicago.

Censors at Washington decided adversely to Mrs. Skene when they found that her advertising and sales literature did not identify any merchandise but exploited a system of beauty culture known as "Marinello System". Accordingly, they concluded that the designation was, at least, in her case, a trade name and not a trade-mark. When the case was carried up to the Court of Appeals at Washington that authority said unhesitatingly that this seller of service had shown no such interest in the name as would entitle her to attack the registration of the name to a company that is marketing 125 different kinds of cosmetics under this trade-mark.

The heart of this dispute was found in the question whether the marketer of identified merchandise may dictate as to the use of its trade-marked name at retail outlets. Of the 3,500 beauty shops that sell "Marinello" preparations 300 have been given certificates of approval and permission for designation as "Approved Marinello Shops". The effect of the Marinello Company to prevent the use of its name by retail shops that do not use nor handle its branded preparations precipitated the current contest.



Send for a Copy of "The Hardware Salesman" Just off the Press

The first issue of the new Dartnell magazine for hardware salesmen is ready. It is full of ideas that will increase the sales of any hardware salesman.

"The Hardware Salesman" is the first of a family of monthly publications in the interest of the jobber's salesmen in major lines of business. It will be followed in due course by "The Dry Goods Salesman", "The Grocery Salesman", "The Drug Salesman", until ultimately the entire field is covered.

A limited amount of advertising space is available in "The Hardware Salesman" for manufacturers who feel that they have something of importance to say to the men who sell their product to the trade. The guaranteed circulation for each of the first three issues is 5,000 copies to jobber's salesmen alone, with added circulation to the hardware jobber, specialty manufacturer and specialty salesman.

ADVERTISING RATES

\$50 a Full Page
\$30 a Half Page

SUBSCRIPTION RATES

One Year \$1.50
Two Years \$2.00

(Money Back Anytime)

The DARTNELL CORPORATION

1801 Leland Avenue
CHICAGO

The Bank of Italy Is Giving Better Service With the Aid of Findex

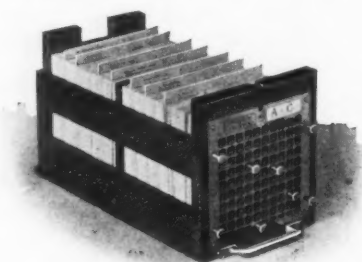
The Bank of Italy has 17 branches in California and has a list of customers totaling more than a quarter million. Its phenomenal growth has been due largely to the ready adoption of progressive, business-building ideas. It has recently established a Central File in order to broaden and intensify the relationship which exists between its customers and **all** departments of the bank.

Findex was installed to make readily accessible the tremendous amount of information contained on the cards in the Central File. By means of Findex and its almost automatic selection of any given list, the Bank of Italy is able not only to give remarkably effective service to its customers, but to gain new business rapidly and economically.

The Central File with Findex to pick out the desired information is one of the most important developments of modern banking.

In addition to its use in banks, Findex has been an effective aid to salesmanagers in classifying prospects and customers.

A request for further information will be promptly answered.



Findex Container

Variously used by

Alexander Hamilton Institute
American Tel. & Tel. Co.
Anglo & London Paris National
Bank
Bank of Italy
Bureau of War Risk Insurance
Columbia University
Curtis Publishing Co.
Empire Gas & Fuel Co.
Equitable Life Assurance
Society
Federal Reserve Bank
Pacific Steamship Co.
Standard Oil Co. (N. J.)

The Findex Company

Woolworth Building

New York City

Do Your Men "Forget" Their Samples?

By Eugene Whitmore

Associate Editor, "The Hardware Salesman"

E. W. Bredemeier and Company, manufacturers of sample lines, cut up over \$600,000 worth of material each year for samples. This includes only the actual samples of piece goods. With so much money tied up in sample lines every sales manager is interested in some way cutting down this expense, at the same time keeping the sales record climbing. This article may help you see your sample problems and the way to remedy some of them.

A MANUFACTURER who has a large force of commission salesmen brought out an addition to his line. The old line could easily be carried in a small leather portfolio or brief case. The new article was bulky, and although not over two pounds in weight it took up as much room as an ordinary typewriter. The samples were sent out, several of the usual type of "whoop-em-up" letters were written and to clinch their interest telegrams were sent to each salesman urging him to make a special drive on the new article.

But they didn't drive. Less than one-third of the men sent in an order of any description. Those men who sent one or two orders soon lost interest. The tools and dies to make this new article had cost several thousand dollars, and the company knew that there was a real need for it. They felt confident that the demand was there. What was the trouble with the men?

After a month or so of waiting for the men to generate some interest in the new article the sales manager started on a trip to talk to several of the men. When he decided to leave he, of course, wanted to take along one of the new items. His secretary attended to making up his sample line, but when she came to the new item she was stumped. She suggested that he secure a small hat case. The sales manager refused to carry an additional piece of baggage. The new item wouldn't fit his case, it was too clumsy to be carried under his arm, or in any way except in a special checking case.

Collapsible Samples Solved the Problem

Before he realized it, he had learned why none of the men were selling the new idea. No arrangements had been made for them to carry it. In a fifteen-minute consultation with the factory superintendent a method of making collapsible samples was devised. There was no longer any need for him to go on the trip. The new samples were sent out along with a letter telling the men it was not necessary to carry a young bass fiddle case with them to sell the new article. Sales picked up immediately and today that article is one of the very best sellers.

It may seem to you that this sales manager must have been very stupid not to have realized the necessity of better sampling arrangements from the start, but he didn't—not only that, there are hundreds of men in many lines who are

leaving their best paying numbers at home because they have no adequate means of carrying the samples. Many salesmen never had a chance to demonstrate to themselves the possibility of selling the entire line, because their sample equipment is given so little thought by anyone in the office who has the authority to change it.

Salesmen today want sample cases, and baggage that does not shout out loud, "I am a salesman for a hat company", or "I am bringing in a line of chocolate candy". In the past, certain lines used certain styles of cases. Many competitors could spot each other as far as they could be seen, simply by the style of their cases. Merchants took advantage of this at times refusing to look at attractive lines simply because they made up their minds that they didn't need anything the minute they saw the sample cases.

A Few Samples Under the Arm

While this is seemingly a trivial detail it is one that salesmen appreciate. If you don't believe it spend a few minutes on the business streets of most any town and see how many salesmen are leaving their cases at the hotel and carrying an armful of samples to the stores. They have learned that they can get the dealer to look at the samples, before they would have time to open their sample cases, or before he has a chance to walk away, or make up his mind he doesn't want anything.

The sales manager for an oil stove company spends considerable of his time in "selling" his men on the idea of carrying a small working model of the burner in their oil stoves. Many of his men feel that the various points in this burner are so well known that it is no longer necessary to carry the sample burner. But the sales manager knows it is constantly needed. Some of the men would leave these demonstration outfits at home unless they are constantly reminded of the sales that have been made solely on the strength of the demonstration.

The mere sending out of a nice line of samples, or instructions for staging a demonstration, is not enough to insure the men using the ammunition you furnish. They must be sold over and over again on the value of making use of everything you send.

At the risk of seemingly becoming a calamity howler I am calling your atten-

tion to a number of instances of salesmen refusing or neglecting to carry samples. This is not done to disparage salesmen in any way, or to make it appear that salesmen are "just naturally ornery", because they are not. They are simply human, and never having been properly instructed about their samples, or sold on the idea of using them to the best advantage they neglect it. Even as you and I, they are human, and just as liable to follow along the lines of least resistance.

The sales manager of a large Chicago candy company tells me that he had always had trouble in getting his men to make proper use of samples. He mentions one man who made a requisition for a two-pound box of very high grade brand of package candy every Saturday. Without fail he never missed taking away a box of this particular brand each week end. The sample man noticed his fondness for this particular brand, and thinking that he must be breaking selling records on it, looked up his sales.

Much to his surprise it was found that the salesman had not turned in a single order for this brand, regardless of his fondness for the samples. Inquiry brought out the fact that the salesman's wife was very fond of it so he took the two-pound box to her each week. When induced to make proper use of his samples he sold large quantities of this brand.

He Only Carried What He Needed

Another salesman for this same company had two sample cases. The one he actually used was very small, and weighed quite a few pounds less than the one he carried when leaving the factory.

Some sales managers would fire a man of this type without question. But what is the use in firing a man when his successor will probably do the same thing, or something equally as foolish. This sales manager was able to show the salesman how it meant more money in his pocket to carry the larger case, and the better looking line of samples. The salesman was not carrying the smaller case to be contrary, nor did he mean to be dishonest. He actually believed in his own mind that the smaller case was just as good until he had given the better one a try out.

Have you often wished the jobber's salesmen could be induced to carry your samples? Many sales managers have

painted rosy pictures of orders rolling in by trainloads if they could only devise some means to interest the jobber's salesmen, or to persuade them to carry samples. One company—The Boston Woven Hose & Rubber Company have been able to place samples of their fruit jar rings, and garden hose in the pockets of hundreds of jobber's salesmen. The handy little pocket sample line is illustrated herewith. The fruit jar ring case is even smaller. The Boston company formerly made 6000 private brands of fruit jar rings, and hundreds of brands of hose. Standardization on the one brand of fruit jar rings has concentrated half their business on this brand alone. Part of this success has been through their ability to secure the jobber's salesmen to carry their samples.

Perhaps you have no sample problem. Perhaps your men carry and use all the samples you furnish them. Perhaps they always carry the demonstration outfit,

or the carefully prepared portfolio of advertising matter, or the book full of testimonial letters, photographs, and specifications. If they do this article has been of little help to you—but unless you have a bunch of super-conscientious men they are not all making the best use of your samples.

In building a large sample line many sales managers have found it profitable to make each unit complete in itself. If the line is to be carried in one trunk, with four trays, make each tray so that it can be taken out and carried to the stores independent of the trunk when necessary. This is valuable when the merchant is too busy or indisposed to come to the sample room. Often a merchant will refuse to visit the sample room. Often a merchant will refuse to visit a sample room to look over a full line, but when part of the line is brought to him he will see something he needs. Some sample men in the past have felt

that it was necessary to "make a big flash". This is often a mistake. There is such a thing as making a sample line so elaborate and so pretty that the buyer will spend his time admiring its beauty and forget to buy. Too many samples are confusing both to the salesmen and to the buyer.

One company has found it profitable to send out about half of the line at the beginning of the season, and after the salesman has had a couple of weeks to become familiar with it, the balance of the samples are shipped. By following this plan the men learn the line better and have a chance to prepare themselves to sell the entire assortment. When the full line was shipped out at once many of the men selected a few "pets" and specialized only on these favorite items. Many other good numbers went unsold simply because the line looked so large that the salesman seemed to think they would be unable to become familiar with all of it anyhow, so were contented to sell only the easiest items.

Fixing Salesmen's Salaries Scientifically

By H. W. Johnston

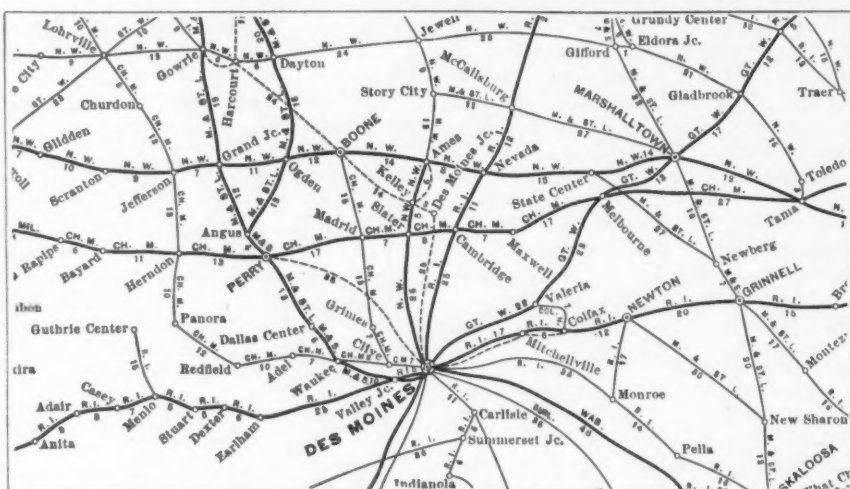
Traung Label and Lithograph Co.

We have a plan for arriving at salesmen's salaries which may prove of assistance to other firms who are having the same trouble which we formerly experienced. We carry our sales in two divisions, what we call current sales, being made up of those orders which come in from day to day, and completed sales, being those orders as billed out perhaps 30 or 60 days later.

Each salesman makes daily a report of the calls he makes, these are totaled for the week and his total salary and expense divided thereby. This gives us the cost per call in which one salesman of course is pitted against another. His results are modified of course by the amount of business he has brought in or current sales, that is to say, we put his salary and expense against his current sales and figure how much it costs per dollar to obtain that business.

A man may have a low cost per call record, but a high cost per dollar record while another man may make fewer calls, but sell more goods and at a greater profit. The idea is that in case a man fails to turn in his daily report, he loses credit for the calls he makes on that day, and thus lowers his average. For instance, one of our men who has been making calls at the approximate cost of \$1.75 each suddenly found his call cost jump to \$2.80, this due to the fact that we were not furnished with three daily salesmen reports. When this was explained to him, you can be assured he was the last refractory man to be brought in line.

Incidentally the result tabulated from the costs per call and cost per dollar records furnish very satisfactory mediums for fixing salaries which with this firm is done semi-yearly.



Showing Partial Reduced Section of Iowa Map

THE ESSENTIAL STEP TO SUCCESS IS BLUM'S "SALES MANAGER'S ATLAS"

With all modesty we will say that we understand thoroughly the fundamental necessities of proper sales management.

We are not only prepared to think for the Sales Manager, but we are also prepared to think with him, and to construct with him, and we have, therefore, omitted all eye confusing objects on our maps, such as colors, county lines, rivers, mountains, etc.

BLUM'S SALES MANAGER'S ATLAS has grown out of a long, extensive study of requirements necessary to the Sales Manager and to the sales conditions with which he is confronted almost daily.

The improvement of our ATLAS in the future will grow out of the practical sales conditions now developing.

The Sales Manager can strengthen his direct contact with his sales force by handing to each salesman a POCKET EDITION MAP which is an exact copy, photographically reduced, of our ATLAS MAP.

We shall gladly assist in applying our ATLAS to your own individual requirements

Linen Paper, \$20.00

PRICE COMPLETE

Lacquered Surface Paper, \$40.40

ASK FOR CATALOG F

The lacquer permits marking in any color and erasing without injuring the surface of paper. It eliminates the expense and space requirement of a pin cabinet

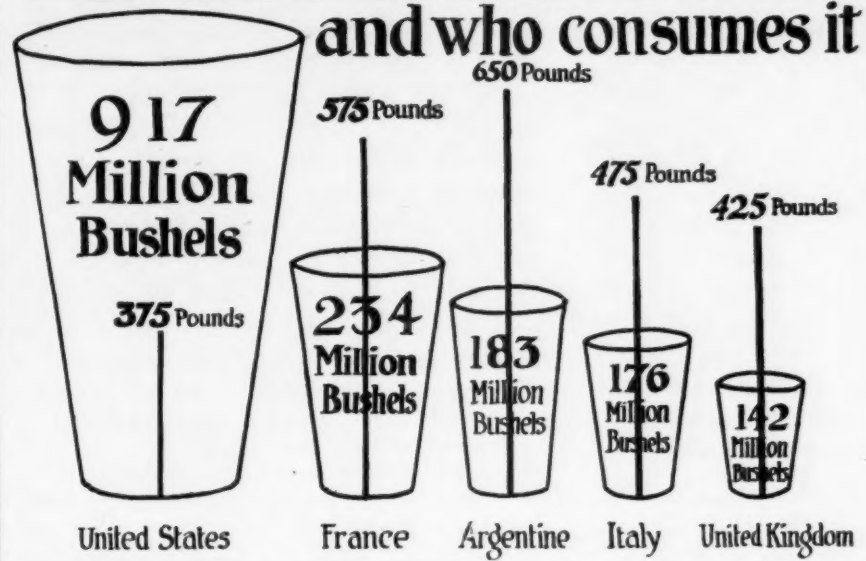
BLUM MAP COMPANY

Commercial Map Specialists

7 West 29th Street, New York City

Purchase a pocket edition of our Individual State Maps from your local stationer. Price 25c each.

Who raises the world's wheat and who consumes it



THE baskets above indicate proportionately the volume of wheat grown by the farmers of this and four other countries. The vertical lines indicate the amount, in pounds, of wheat consumed per person in those countries. Thus, the American farmer raises over 9 hundred million bushels of wheat a year, but the average American eats only 375 pounds of it. On the other hand the Argentinian farmer raises but a fifth as much but the average Argentinian consumes nearly double the amount of his American cousin. Why do those to whom wheat is hard to get, eat ever so much more than Americans who have it abundantly? There are a number of reasons. To know these reasons is to have the key to increased sales of bread, cookie cakes, crackers, breakfast foods, macaroni and other wheaten products. The Foley Agency has that key and is opening new and larger markets for its clients who distribute merchandise with wheat as a basis.

A word to Sales or Advertising Managers

THE Foley Agency knows food—its market, methods of merchandising and successful ways to advertise it. We know why the American housewife spends more money for meats than she does for bread, breakfast foods and milk combined, for instance. And we have used this knowledge to advise food manufacturers and distributors how best to capture new and hold old markets.

Thoroughness is the keynote of Foley Service. We've a lot of timely and helpful information for those distributors of food products whose goods are not turning over as rapidly as they should. Tell us your problem.

"Your Advertising Dollar"

is a brochure we will gladly send any sales or advertising manager who wants to know whether his advertising dollar is yielding its greatest possible return.

**THE RICHARD A. FOLEY
Advertising Agency, Inc.
TERMINAL BUILDING
PHILADELPHIA, PENNSYLVANIA**



EDITORIAL

Abrogating Territorial Lines

When the Ford Motor Company resumed operation, following its recent price adjustment, one of the things it did was to abolish territorial lines. "The bars are down" said the company to its dealers, "go out and sell your cars to anyone anywhere." The immediate outcome was a general free-for-all fight. The dealer over here who had been wishing for the last five years that his territory was over there immediately hired a few extra salesmen and invaded that territory. When the dealer over there saw what was going on he at once cleared for action. He didn't propose to sit idly by and watch somebody else come along and pick off all his best prospects. Moreover, to get even, he decided to carry the war into his neighbor's territory just as his neighbor was carrying it into his territory, so he in turn hired a few extra salesmen for a little invasion of his own. The net result of this rivalry was an immediate increase in orders, the cleaning out of overloaded warehouses and a great factory working almost at capacity. How this daring policy will work out in the long run is difficult to forecast, but the experiment plainly indicates that the business is there if you can only think of some plan that will make your salesmen fighting mad. Most of them have forgotten how to sell—you have to teach them how all over again.

What a Few Good Letters a Day Will Do

Five years ago a furniture dealer in Texas went broke. He came to Chicago to get a position selling furniture for some manufacturer. He applied to one of the companies he had been buying from, but was told there were no positions open. "I will tell you what I'll do," he said, "if you will give me something to do around the sales department until something turns up I'll go to work for \$20 a week—which will just about pay my board." His determination won the manufacturer, and he was given an old table and told to find something to do. It didn't take him long to get started. He found that some time ago the concern made up several hundred kitchen chairs for a customer in Los Angeles on a special order. It was a good looking piece that retailed at a very attractive price. But in the press of selling the regular line, nobody had ever thought of the chair as a possible leader. So he dictated some letters to a few dealers whom he thought might be interested. Altogether he wrote about twenty-five of them, building into the letter his experience as a dealer himself. From these letters he sold \$5,000 worth of chairs. Encouraged

he wrote some more letters. More orders resulted. By this time he was busy with other things, but he decided to make it a rule to write ten letters every day on this one item. Inside of a year his annual sales on these chairs, without any help from the sales force amounted to nearly \$100,000. Today the bulk of the concern's whole business is on this number, and the young man who was put on the payroll and told to find something to do, is general sales manager and on the way to become a vice-president at the next meeting of the directors. Write your own moral.

Silk Shirt Expense Accounts

It is said that Louis F. Swift's watchword these days is "Back to a 1914 basis." Every item of expense, every new proposal, in fact anything that comes up for executive approval is examined through the glasses of 1914. This does not mean that the whole Swift industry will revert overnight to a pre-war basis, but step by step that end is being attained. It would be well if the same thought were applied to selling expenses. During the past few "fat" years most concerns have been negligent in watching expenses. Business was good, profits were glorious, what mattered it if the expense account was suspiciously big? The percentage of cost to sales was lower than ever. If this difference is not corrected, and corrected soon, it may absorb too large a portion of your profit, and even put you "in the red". We know of one case where the saving effected in traveling a sales organization will represent practically the entire profit that this concern will net for 1921.

Selling costs can be reduced, not alone by insisting that salesmen get back to a 1914 standard of living, or at least make that a goal, but by insisting on more intensive working of territories to the end that traveling may be held at a minimum. In this connection we quote from a letter received the other day from one of the well-known tire companies telling what they are doing to hammer down the cost of selling:

1. We have held a series of conferences locally with managers and salesmen, at which times the general practices of branch house operation were discussed, as we believe the sales organization as a whole should be kept pretty well posted as to the proper method of conducting our business, having in mind that by putting it up to the organization as a whole, they would be of great assistance to us in reducing our operating expenses.

COMMENT



All salesmen's expense reports are carefully analyzed. Our managers were impressed with the fact that we expected them to act as managers and not as salesmen; that they must familiarize themselves with hotel rates and other expenses allowed to be charged up by a salesman and they were informed that they were "compounding the wrong" when they approved any unnecessary expense items.

2. The managers were instructed to keep in touch with the salesmen daily by letter, telephone or telegram.

3. We increased our organization and due consideration was given to the proper re-divisioning of the territory. All territory salesmen were instructed to move to a central point in the territory in which they travel as we realized this would reduce the traveling expense of the salesmen very materially as it eliminated the long jumps into the home office at the end of the week and we also figured that it increased the working days per week per man, approximately 33 1-3%.

4. We placed the burden of properly routing the salesmen on the branch manager, this keeps the salesmen from jumping aimlessly thru the territory, touching only the high spots and permits each man to work each town in a systematic manner. This increases his time applied to actual selling about 33% and reduces his traveling time and expenses proportionately.

5. The salesmen's records are checked at the end of the month, this assures us of the elimination of non-producers.

6. An accumulative record is started on each salesman which shows weekly expense of hotels, meals, miscellaneous entertainment and railroad fare. This plan will eventually weed out entertainers and careless spenders.

When Bad English Is Permissible

"I remember years ago", writes Saunders Norvell in commenting on some proofs for a new salesman's magazine which had been submitted to him for criticism, "I purposely used bad English in several articles. I was criticised for it afterwards. I used bad English because bad English conveyed my idea better than good English. It got next to the fellow I was gunning for. I wrote the Mike Kinney stuff as a teamster because I wished to write from the bottom up instead of from the top down as most editors enjoy doing. People do not like to be talked down to. Did you ever think that is one reason why the drinking salesman was often successful? I mean before he got to drinking

too much. His customers were just a little sorry for him. They felt superior to him. It is for the same reason that drunken husbands have such wonderful wives. It is no fun for a wife to mother a successful man who never does anything wrong and who feels he is superior to her, but when she has a good-looking, warm-hearted chap who comes home drunk there is a wonderful opportunity for a display of affection. In other words have your readers just a little sorry for writers at times." This advice was intended for an editor but it seemed good enough to pass along to our good friends who read Sales Management. How many letters to salesmen are cut out of stone, devoid of life or human interest, simply because some sales manager sets himself upon a pedestal and talks down to his men in stiff, precise English? Fortunate indeed is the sales manager who has learned the greatest lesson of life—how to be human in his dealing with his fellow men.

Reaching Your Salesmen Through Their Wives

The cooperage concerns in Philadelphia decided to revert to the open shop and cut the wage scale from \$44 to \$34 a week. The men struck. The strike has just been settled and the men have returned to work on the company's terms, largely as a result of efforts made by the Philadelphia Chamber of Commerce in explaining to the wives of the strikers why a cut was imperative, and why it was necessary for the coopers to deal with the men individually. Sales managers have long realized the importance of having the salesman's wife on his side. Back in pre-war days it was quite the thing to hold contests, the prizes for which went to the salesman's wife. In this way the wife was brought into closer touch with the work to be done. In following the bulletins announcing the progress of her husband she found that he was not quite the whirlwind he would have her believe. More than that, she found that many of his grievances against the house were somewhat imaginary, and her passive interest in his work invariably gave way to militant energy. Woman-like she wanted her husband to lead, she knew that he had the ability to do this, so she personally assumed the task of spurring him to greater effort. In these trying times the house needs the co-operation and support of the salesman's wife more than ever before. To secure it is well worth its cost, whatever it might be.



"Tell him we're sorry but we cannot cash this check unless he can present the proper credentials"

Hotels are unusually careful about cashing travelers' checks these days

AND who can blame them? In these days of unstable business conditions, when a firm's credit may be O. K. one week and K. O. the next—is it fair to make the hotels take the chance or *wise to expect them to?*

The penalty of old fashioned methods—the salesman in the picture is one of many whose checks are not cashed and who lose time and money as a result.

The alternative? Many prominent firms throughout the United States and Canada have their salesmen's drafts on them cashed without annoyance or delay by backing up their men with Hotel Credit Letters.

Traveler's Hotel Credit Letters issued to your sales force, identify your salesmen and entitle them to have your checks or their drafts on you up to a specified sum cashed weekly at all first-class hotels. The cost of these letters is surprisingly small and enables you to save the interest on your money by having your men use it before your draft arrives.

It's an expense to have your salesmen wait for expense money! *Back up your men.*

Write today for the 1921 Traveler Hotel Guide. It contains the latest quoted minimum hotel rates and population of cities. It also gives a complete explanation of Traveler's Hotel Letters. It will be mailed at no cost to you.

Hotel Credit Letter Co.

"first aid to travelers"

505 Fifth Avenue

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New York City

Why I Hold The Sales Manager Should Not Supervise Advertising

By A National Advertising Manager

THAT article in the April issue of Sales Management, entitled: "Why I Put on Gloves with the Advertising Department," made me mad clear through.

One paragraph in particular touched a live nerve. I refer to the one reading: "But the Sales Department will always have the divine right to censor a firm's advertising."

Who gives that divine right, may I inquire?

Right here let me say that I spent in excess of seven years in the strictly sales department of a many-million-dollar-a-year company, before I had the temerity to get over into the advertising end. I have sold goods on the road, behind counters, and I know the sales manager's problem. I have had salesmen under me directly and indirectly. I have run subsidiary concerns where I was the whole works, so to speak, and I know the bigger aspects of the problem.

I am not trying to defend the unknown advertising department with whom this unknown sales manager put on the gloves but I am defending advertising against the idea that the sales department must necessarily exercise any divine right over the copy of the advertising department. Any advertising man who creates a campaign out of thin air is going it wrong. Perhaps what the sales manager should have done is to have had the advertising man fired forthwith. I do not object to his decision but I do object to his dictum—his slipping in that sentence about the divine right of the sales department, to pour cold water on anything the advertising department may do.

Different Set of Brains Required

Taking up the specific problem that the unknown sales manager put on the gloves (later in his article he takes them off and talks of "gloves off and knuckles bare") strictly from the man-in-the-street viewpoint it seems to me that the whole problem would have been easily solved thusly: Run the advertising as planned by the advertising man which as I see it had everything in its favor with one possible exception, it might have accentuated the thought of possible higher prices, and added to the copy a line "you think it costs more but it does not". Or better still add the actual price if that is possible.

Most of Americans get enough of the pork and bean diet and "gold fish" in the army and behind the army, and they want the French pastry stuff. No I am not defending the copy—I have never seen it, but I am maintaining that it takes a different set of brains to ef-

fectively appeal to a mass by publicity as compared with appealing to those same people through the brains and actions of still other people.

You recall the famous phrase from *The Virginian*: "When you call me that, smile." Advertising copy, prepared by a man who knows mass salesmanship can call the man that and smile, but not every salesman can get away with it even when personally on the ground to do the smiling.

I may as well, anonymity prevailing, tell some facts here. I was connected for years with a certain organization as sort of manager of dealers sales as well as advertising manager. We had a sales manager (our respective ranks were on a par under the general manager) who was for all the world like the "National Sales Manager" in the article I am discussing.

Piperizing the Sales Department

This sales manager butting over into my province decided to cut out a certain dealer and put in a branch office—the sales department getting credit for branch office sales above dealers' sales. This sales manager was for acting a good bit like many sales managers, he had made up his mind and he was going to do it, "his was the divine right." "Don't I produce the orders here?" (you know the type, when as a matter of fact the sales department only seems to produce the orders, good workmanship in the factory starts the selling, and all the rest of the workers along the line help.) Well to make a long story short, I put an investigator on the road, a trained one, a skilled man. He traveled incognito so far as our concern was involved and he got the FACTS. He found that the sales manager had "guessed" at the sales of the other dealers, he had "guessed" at the possible sales in the town. The upshot was that the advertising department in that instance was just as near 100% right as the sales manager claims he was in the article referred to, but note I am not adding the dictum here that the advertising department should have the divine right to initiate and censor all sales policies though I would come nearer to saying that than I would its reverse.

Why?

Because the advertising man knows mass salesmanship. He is far enough from the petty details of how John Jones wears his hat, or John Smith his spats, to make a policy that will appeal to all the John Jones and all the John Smiths, to say nothing of the Cohens, Browns, et al of life.

The ideal organization as I see it is one made up of two specialists (I am

speaking from sales standpoint only) one man in charge of personal salesmen, the other in charge of printed salesmen. These two men to have equal power and be under the general manager who is the guiding head of the business, the man who directs all its finances, factory work, the like, as well as its distribution.

The advertising man who is a trained publicity man (there are as many of them who are not as there are sales managers who cannot make sales and who are not managers) gets away from the personal feelings that is the very breath of life to the salesman and the manager of salesmen. No, I am not playing the advertising man to the skies, I am trying not to arouse my antagonism here—I am stating facts. One man to be successful must live and breathe personal feelings, know this man's hobbies and that man's habits; while the other must be so far from these personal things that he can in general terms appeal to both the man with the hobby and the man with the habit.

I can't forbear from quoting J. George Frederick's book "Modern Sales Management" which is before me, and I consider his comment all the more to the point because his book is aimed to be sold to sales managers and not to advertising managers. He says on page 278:

Is Advertising Merely Copy and Cuts?

"A sales manager, no matter how broad or how temperamental he may be said to be fitted for both sales and advertising manager, cannot possibly give enough time to each of the subjects to keep up with the technique of his job in the way that he ought to, and at the same time be all that a sales manager ought to be."

On the next page I find Mr. Frederick takes up the very point we are talking of—censorship of copy—and he sums up the trouble in a sentence: "When it comes to judging advertising copy the typical sales manager is unable to appreciate the considerations which must guide the good advertising writer."

You know, Mr. Reader, that the very worst possible form of publicity used today is that used by the average publication. Who writes this copy? Almost without exception it is written by the sales manager of the publication. He can brag to a personal acquaintance about his circulation, his number of lines more than the competitor and so on and it seems to be a good selling argument. On paper as mass salesmanship it falls flat.

Following "the house that Jack built principle" which has withstood the test of time I think the house makes the policy, the factory makes the product, the

"He's As Good As Gold"

HOW often have you had a salesman say that about a customer, only to find out **too late** that his "wonderful" home was in his wife's name, his twin-six was bought on time, and his stock was mortgaged up to the top shelf?

Every man in your sales force will make more money for you and for himself if you open his eyes to the timely importance of credit knowledge in selling.

Through the Dartnell pocket manual

"What a Salesman Should Know About Credits"

(Third Revised 1921 Edition)

you can impart this training at a cost of less than a dollar per salesman—less than a rainy day's taxi hire on his expense account.

Any salesman who will merely glance over the headings in this manual will be a better man in every way. It will make him realize that there is more to being a successful salesman than merely taking orders. The manual makes no pretense of making credit men out of salesmen, but it does give them many useful pointers on analyzing financial statements, the legal aspects of credit, how to "size up" a new account and keep tab on an old one, as well as concrete suggestions that a salesman can pass on to his customers, thereby helping them to put their business on a cash basis so that he can sell them in increasing measure.

This manual was compiled in collaboration with the National Credit Men's Association, and eight hundred subscribers to The Dartnell Sales Service. It has been edited by J. C. Aspley, editor of "Sales Management" Magazine, "The Hardware Salesman", "Field Tactics for Salesmen" and other popular sales books.

The book is printed in large type, making it easy to read, as well as worth reading. It is pocket size, contains 100 pages, illustrated by charts, cartoons and tabulations. This manual is used as a standard by over 900 leading concerns in all lines of business—one company alone has purchased over 500 copies.

What Other Sales Managers Say About This Practical Dartnell Manual

"This is one of the best books I have seen on this subject, and should be of material assistance." C. E. Steffey, Sales Manager, National Cash Register Company.

"What a Salesman Should Know About Credits" is the most complete and yet most concise and interesting credit text book for salesmen I have ever seen." The Casket Mfgs. Assn., John M. Byrne, Sec.

"It is concise and abounds with good, sound logic on the subject. It is a good balm for the old and young, the experienced, so-called 'Know-it-all', and the inexperienced. In short, it exemplifies those ideals which every business man should strive to measure up to in matters of

sales and credits, and it leaves no room for either criticism or improvement along those lines." L. J. Roth, salesman for The Burkenroad-Goldsmith Company, Ltd.

"Some books on business subjects are interesting, without being instructive. Others, again, are instructive, but owing to the labored, pedagogic style in which they are written, are hard reading and lacking in interest. 'What a Salesman Should Know About Credits' strikes a happy medium. While it teems with instructive matter, it is written in an easy style which makes reading a pleasure. It is written primarily for the salesman, for the retailer or his clerks." Twin City Commercial.

Now Obtainable in Two Standard Bindings

De Luxe Edition, for Library and Personal Use, \$1.60

Board Edition, for Distributing to Salesmen 1.10

\$10.00 per dozen — \$75.00 per 100

THE DARTNELL CORPORATION

1801 LELAND AVENUE :: :: CHICAGO, ILLINOIS

sales manager should handle the salesmen and the advertising man handle the advertising and it is up to the general manager (whatever his title) to see that all of these play ball.

Do you suppose Ty Cobb will have a chance to win the pennant for Detroit if he is going to permit the pitcher who is there where the ball is thrown to decide without consultation with the catcher to have the final right of decision? I refuse absolutely to believe that the man who acts as messenger in carrying in the orders which are produced by the product, the publicity and the policy of the house is necessarily King of all he surveys and has the divine right to pass on all advertising.

And I repeat in closing that I have spent more years as a sales manager than I have as an advertising manager.

Co-operation is needed. Management is needed.

Sales managers are needed but far-seeing sales managers get their results by leaving the advertising to the advertising manager just as they leave the manufacturing to the factory men. The sales manager who has time to run the factory, run the advertising and run the finances of the firm is either out of place—should be general manager, or is mistaken in his own ability. He is taking on more work to hide the fact he is making less sales.

I note the editor prefaced the preceding article with a plea for teamwork, well I'll close by saying all the teams I know of drive side by side, and not one in front of the other.

By all means let's have teamwork, then.

Well, Anyway — She Doesn't Come Late Now

A sales manager tells about a capable correspondent, a very proper and proud fellow who came from London about four years ago, having a stenographer with a constant record of being late to work. The sales manager felt that her irregular hours would eventually demoralize the office force. However, the Englishman was extremely backward about calling her down, and she was such a good worker that the department did not want to lose her.

Finally the sales manager heard a joke which he believed the correspondent could relate to the stenographer without hesitation and which would at the same time carry a distant hint about the matter of being late to work.

The story consisted of saying, "Did you ever hear what they do with the transports when they are late?" At which the question would follow, "No, what do they do?" And the joking answer is, "Dock them."

Well, the Englishman thought it a splendid idea but he failed to get the American version of the joke and instead of saying "Dock them", he said, "Tie them up," ejecting a hearty "Ha-ha" to carry it. He is spending the next three months breaking in a new stenographer, thus shattering the theory that "He who laughs last is English!"

You Have a
Standing Invitation to
Call and Inspect
Our Plant
and
Up-to-date Facilities

You will find upon investigation that we appreciate catalogue and publication requirements and that our service meets all demands.

We own the building as well as our printing plant and operate both to meet the requirements of our customers.

Day and
Night Service

The best quality
work handled
by daylight



One of the largest and most completely
equipped printing plants in the United States

Printing and Advertising
Advisers and
The Co-operative
and
Clearing House
for Catalogues and
Publications

We assist in securing catalogue compilers, advertising men, editors, or proper agency service, and render any other assistance we can toward the promotion, preparation and printing of catalogues and publications. Our interest in the success of every legitimate business and publication prompts us to offer our assistance in every direction that appears practical and possible, and we invite suggestions with a view of making our service most valuable.

Catalogue and Publication

PRINTERS

ARTISTS-ENGRAVERS-ELECTROTYPERS

Make a Printing Connection with a Specialist
and a Large and Reliable Printing House

Business Methods and Financial Standing the Highest. Inquire Credit Agencies and First National Bank, Chicago, Ill.

OUR SPECIALTIES

- (1) Catalogues
 - (2) Booklets
 - (3) Trade Papers
 - (4) Magazines
 - (5) House Organs
 - (6) Price Lists
 - (7) Also Such Printing as
Proceedings, Directories, Histories,
Books and the like.
- Our Complete Printing Equipment, all or any part of which is at your command, embraces:

TYPESETTING
(Linotype, Monotype and Hand)

PRESSWORK
(The usual, also Color and Rotary)

BINDING
(The usual, also Machine Gathering, Covering and Wireless Binding)

**MAILING
ELECTROTYPING
ENGRAVING
DESIGNING
ART WORK**

If you want advertising service, planning, illustration, copy writing and assistance or information of any sort in regard to your advertising and printing, we will be glad to assist or advise you. If desired, we mail your printed matter direct from Chicago—the central distributing point.

Proper Quality

Because of up-to-date equipment and best workmen.

Quick Delivery

Because of automatic machinery and day and night service.

Right Price

Because of superior facilities and efficient management.

Our large and growing business is because of satisfied customers, because of repeat orders.

We are always pleased to give the names of a dozen or more of our customers to persons or firms contemplating placing printing orders with us.

Don't you owe it to yourself to find out what we can do for you?

Consulting with us about your printing problems and asking for estimates does not place you under any obligation whatever.

Let us estimate on your Catalogues and Publications.

We are strong on our specialties
Particularly the Larger Orders

USE NEW TYPE

For CATALOGUES
and ADVERTISEMENTS

We have a large battery of type casting machines and with our system—having our own type foundry—we use the type once only, unless ordered held by customers for future editions. We have all standard faces and special type faces will be furnished if desired.

Clean Linotype and
Monotype Faces

We have a large number of linotype and monotype machines and they are in the hands of expert operators. We have the standard faces and special type faces will be furnished if desired.

Good Presswork

We have a large number of up-to-date presses—the usual, also color presses and rotaries—and our pressmen and feeders are the best.

Binding and Mailing
Service

We have up-to-date gathering, stitching and covering machines; also do wireless binding. The facilities of our bindery and mailing departments are so large that we deliver to the post office or customers as fast as the presses print.

Rogers & Hall Company

Polk and La Salle Streets

CHICAGO, ILLINOIS

TELEPHONE WABASH 3381—LOCAL AND LONG DISTANCE

On Your Motor Tour

YOU WILL ENJOY

These Accommodations

Large, Airy Rooms

New Furniture

Modern Baths

Free Public Baths

Cozy Writing Rooms

Comfortable Exchange

Steel and Concrete

Fireproof Construction



These Moderate Rates

Rooms with Running Hot and Cold Water

One Person . . **\$2.50**

Two Persons . **\$4.00**

Rooms With Private Bath

One Person, **\$3.00-\$4.00**

Two Persons, **\$5.00-\$6.00**

Parlor, Bedroom and Bath

(Broad Street Front)

One Person, **\$6.50-\$8.00**

Two Persons, **\$8.00-10.00**

THE Hotel Lorraine, Philadelphia

W. B. Kugler, Manager

Broad Street at Fairmount Avenue

"Directly on the Lincoln Highway"

GARAGE

ROOF GARDEN

In the Heart of the Automobile District

A FAMOUS MODERATE-PRICED RESTAURANT

Tell Your Salesmen Who Visit Montreal

To stay at the Place Viger
The moderate priced first-
class hotel operated by the
Canadian Pacific Railway in
Canada's Commercial Me-
tropolis close to the down-
town business section. Ex-
cellent cuisine and comfort-
able accommodations. Very
popular for banquets, pri-
vate dinners and small Con-
ventions.

*Special consideration given to tele-
graphed requests for reservations*

PLACE VIGER HOTEL
MONTREAL



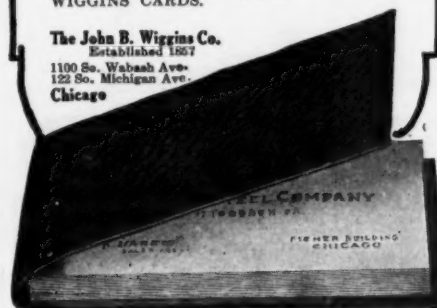
Why don't You use

WIGGINS Peerless Book - Form CARDS

Saves the firm about 40% on card cost because
there are no wasted or soiled cards. Salesmen
prefer them because they save a lot of time and
bother and they use the tissue between each card
for memoranda. Handy leather case fits vest
pocket and cards detach with a smooth, clean
edge not perforated.

Let us send you tab of specimens, see for your-
self the unusual quality and careful
workmanship which distinguish
WIGGINS CARDS.

The John B. Wiggins Co.
Established 1887
1100 So. Wabash Ave.
122 So. Michigan Ave.
Chicago



Send for Free Sample
Dartnell Standard
Application Blank
for Salesmen

18 Ideas in Every Issue
Send 50c for year's subscription to quarterly
SELLING AID—with 72 business-winning
plans for stimulating sales, following-up—to
aid salesmen, help dealers, get mail order
results, collect—ideas for letters, house
organs, bulletins, enclosures, postcards.
Proofs of new advertising cuts free!
SellingAid CHICAGO
1300 Jackson Blvd.

SALES MANAGEMENT

Hotel News

Among the recent changes in the
Omaha hotel situation is the recent pur-
chase of the Hotel Henshaw of that city
by Harley Conant also proprietor of the
Conant and Sanford Hotels. The pur-
chase places about 580 rooms for travel-
ling men available under Conant man-
agement. An idea that has started quite
a bit of discussion among salesmen
travelling the territory is the Conant
slogan of "Rates \$2.50 Down."

Sales executives who ponder on the
"stragetics" of successful selling may
gather an inspiration from a recent
statement of Fred Humphreys of the
Paso Del Norte Hotel of El Paso. Fred
naively states that "We have experi-
enced no business depression yet. We are
six hundred miles from competition.
There is plenty of "liker" and a Monte
Carlo is across the river in Jaurez. Our
hotel is only seven blocks from the na-
tional line."

Traveling salesmen who "stayed over"
in Minneapolis at the Curtis Hotel on
Easter Sunday were given a treat by
Manager Melony. In keeping with his
"Comfort" policy, Mr. Melony arranged
a special "Easter morning breakfast".
An attractive musical program was con-
ducted for several hours in the morning.

Plans are under way to add two hun-
dred rooms with bath to the Hotel Sen-
eca of Rochester. The Seneca is oper-
ated by the United Hotels Company con-
ducting a string of sixteen large hotels
including the new Durant at Detroit.

J. Stacy Hill of the Hotel Gibson, Cin-
cinnati doesn't believe that it is good
business to always display the "full
house" sign. On that account he is ar-
ranging to open an annex which will
give the Gibson five hundred additional
rooms.

The National Association of Piano
Travelers has selected the new Drake
Hotel in Chicago as the place for its
annual banquet on May second.

"I cannot refrain from expressing my
admiration of the excellent service The
Dartnell Corporation is giving us. We
subscribe to a number of bulletin ser-
vices of one kind or another, but I can
honestly say there is none that I read as
faithfully as yours. Even though some
of the material is not applicable to our
business, it is plain to see that all of it
is of an intensely practical nature for
one line of business or another. We use
a good deal of it in bulletins we our-
selves issue, revamping it to fit condi-
tions." C. T. Anderson, Adv. Mgr., The
Safe-Cabinet Company.

"The Dartnell Service is of infinite
worth to me. I look forward to receiv-
ing it and I am a hearty Dartnell boost-
er." Willis Gale Gray, Dir. Sales Pro-
motion, Jackson Corset Co.

The

best known Com-
mercial Hotel in
the Rocky Moun-
tain States.

Denver's Albany Hotel

Under personal supervision of

Sam F. Dutton and
Frank R. Dutton



THE CURTIS HOTEL

10th St. at 4th Ave.
MINNEAPOLIS, U. S. A.

Largest and Finest Hotel in the
Northwest

Sales Managers are awaking to the
possibilities of "The Curtis" as
their Minneapolis headquarters

One Full Block of Beautiful Lobbys
and Amusement Rooms

TARIFF

75 Rooms with Bath, \$2.00 for one person
\$3.00 for two
325 Rooms with Bath, \$2.50 for one person
\$3.50 for two
200 Rooms with Bath, \$3.00 for one person
\$4.00 for two
Others with Bath, \$4.00 to \$10.00

Most of Us Can Learn Something from the Other Fellow

Donley D. Lukens has shown many experienced correspondents how to increase the sales power of their letters without sacrificing their personality.

Here are our rates for his services:
Revision of Sales Letters \$25 a page
Criticism of Sales Letters \$25 a page
Writing of Sales Letters \$100 a letter
Give him all the details of your proposition, tell him what you have done and what the results have been.



DONLEY D. LUKENS, Inc.
4908 Laclede Ave., St. Louis, Mo.

Bargain Books for Business Men

JOHNSON'S Library of Advertising, a six-volume set containing principles, suggestions, methods, etc. Valuable for office reference. Published at \$22.50—our price, \$7.50.

Write for particulars
and Bargain List

The Charles T. Powner Co.

Book Sellers and Publishers
Dept. A, 37 N. Clark St. Chicago

Bind Your Back Issues of

Sales Management

Binders \$1.25

Post Paid

Letters to Salesmen

Send your salesmen my stimulating weekly letters. One month's trial service, \$1.00. House Organ and Sales Bulletin Contributions furnished at a moderate charge.

JOHN J. LUTGE

Sales and Advertising Counselor
405 Lexington Ave., New York City

When is a Sales Manager Too Old?

(Continued from Page 382).

It is only the employees who can't afford the luxury of being much more than thirty.

The President who pressed the button that electrocuted by future with a certain concern, is himself seventy, hard as nails and as white as a snow drift. He keeps a bottle of pills in the drawer of his desk and has been known to fall asleep in executive session.

I am done with sentiment, myself!

Henceforth, I intend to be a small, individual "Corporation" with some of the faults and sins and even deceptions of a Corporation. You have to play the game.

Ten days after I was fired, I had every white hair dyed. I bought clothes of a tailor who has the young idea. At forty-seven, I am learning to dance the new and jazzy steps. I gave my hunting-case watch, with its tell-tale inscription, to my wife for the moth balls and my growing son, when he comes to his majority, and I wear a wrist watch. In every other respect, I have been young all along.

I applied for a position that nets me three thousand dollars more, as sales manager, than I was receiving at the old house—and the work is play for me. The new environment has been a tonic.

And I am in the same line.

As sales manager, it has been possible for me to apply all the splendid experience of my life with a competitor, plus the plans that were about to break when I left. I am putting some dents in the sales organization and records of my old crew. What's more, I'll make 'em sweat vinegar in another year.

But here is the point I'm trying to get at—

Is there an age limit on sales managers?

Has Business—today, a soul?

Send the last-named communication and observations to my wife.

Even taxi drivers find it necessary to use forced draft methods for stimulating sales occasionally. In a well known city where taxi drivers are said to be descendants of Jesse James and where there are more retired, millionaire taxi drivers than in any other city, a salesman reports that he found the custom of many drivers was to fasten an empty pocket book to the floor. One driver said, "You have no idea how many people will hop aboard for a short ride when they see it!"

"I have been extremely interested in your publication—Sales Management—and would ask at this time that you mail me a complete list of all publications that you edit whether books, magazines or loose leaf sales articles.

"I came in personal contact with your publication a year or more ago and I am certainly pleased in the strides that you have taken and the class of material which you are now putting in its pages."
—J. G. Montgomery, Jr., Lefax, Inc.

MAN WANTED

IF YOU are a man who has a record of getting things done, we would like to get in touch with you.

We require as district manager in a certain territory someone of strong personality, an organizer, good at getting the facts and analyzing conditions, intelligent in drawing conclusions, and on-the-job in carrying out recommendations. This man would have to travel enough to keep his hand on things at all times.

It does not make much difference to us what line of business you have been in previously; in fact, automobile experience is not a necessary qualification.

Write us about your experience, and salary expected. We will arrange a personal interview by appointment.

**Franklin
Automobile Company**
Syracuse, New York

SLIDE-VERTIZE

Tie up your national campaign with the movie screen "In The Public Eye."

Shows what others have done. Send for it. Costs nothing.

STANDARD SLIDE CORP.
209 W. 48th St., New York



Handy Expense Books

For Traveling Salesmen

Save time and trouble for salesman and book-keeper because they eliminate all carrying forward and reduce the possibility of error. For weekly account's.

100—\$ 3.00 charges paid
500—13.75 f. o. b. Richmond
1000—25.00 "

Sample Free.
GARRETT & WASSIE, Inc., Publishers
P. O. Box 1887-D, Richmond, Va.

Mr. Salesmanager— Meet Warren Hartle

Think of a man working for ten long years in the Railway Mail Service—at pay hardly worth mentioning—and then, as though by a touch of magic he becomes a “star” salesman for a specialty house. From one success he jumps to another—territorial Sales Manager for a nationally known manufacturer.



There was no “pull” or “luck” working in Hartle’s behalf.

When Hartle decided he had to make more money, he decided to become a salesman. But he had never sold a dollar’s worth of goods—nothing but his services. He bumped into Old Man Experience a number of times—couldn’t get by the old codger—and then he heard of the wonderful work being done by the National Salesmen’s Training Association in preparing men for selling positions.

Without any loss of time Hartle began to study the Art and Science of Selling with the N. S. T. A. Not long after he was making *as much in a week* as he formerly made in a month. In putting N. S. T. A. Training to actual test he found he was able to out-sell men who had had years of “experience” but no training. Surprising! Not when you think of it! All other things being equal the salesman who has been trained in the fundamentals of salesmanship will **OUTSELL** the man who relies on his “natural abilities” any time.

Hartle is happily connected today—but if you are looking for men of like caliber—men who know when they make a sale **WHY THEY MADE IT**—or when they fail to sell a prospect **WHY THEY DID NOT MAKE THE SALE**—you can get the man you want—men of this type—by using the coupon below or writing us.

It is an assuring feeling to know that the men out in the field are energetic, aggressive, well-trained and loaded with ambition. You will know if sales slump it is not the fault of your men. The man with all these qualifications may be **UNUSUAL**—but isn’t a man **UNUSUAL** who “burns the midnight oil?” who makes even sacrifices of time, money and social pleasure to acquire a knowledge of salesmanship that will enable him to get the most from his efforts.

There is **NO CHARGE** for this Service—either to you or to the man or men you select from those we place you in touch with. Nor are you even obligated to hire the men we recommend. You may be sure, however, that in the matter of qualifications, character and training, you will find them satisfactory—highly so.

Our Members have had experience in all lines of business—and they are trained-to-the-minute in the underlying principles of scientific salesmanship. That is why Hartle succeeded—that is why our Members are all successful.

Many N. S. T. A. Members are “star” producers for leading Wholesalers and Jobbers—and we have just as good men to refer to you now as we have referred to others in the past. They enrolled with us to better themselves—and you will find no keener Salesmen no matter where you look for them. **THEY KNOW HOW TO SELL.**

For the past fourteen years we have been supplying America’s leading concerns with Salesmen—not as an Employment Agency, but as an Educational Institution that specializes in training men for positions as City and Traveling Salesmen and in rendering a definite **FREE SERVICE** to Employers in securing Salesmen.

May we help you? If you need Salesmen there is no doubt we can. You may write us in confidence or use the Coupon below. At least investigate because now more than ever before you need order **MAKERS.**

National Salesmens Training Association
Suite 515-27 Monadnock Building CHICAGO, ILLINOIS

National Salesmens Training Association, Employer’s Service Dept.
Suite 515-27 Monadnock Building, Chicago, Ill.

Without obligation, please give us the particulars about members of your association for whom you are seeking sales positions.

We plan to employ additional Salesmen. How many? _____

Territory _____

Firm _____

Street _____ City _____

Line _____ Manufacturer _____ Wholesale House _____

Milk from Contented Fords

By Ed Shanks

A subscriber, the Universal Milking Machine Company, reports that they may produce a scientific milker for the recently announced, milk-giving Fords. Mr. Shurts of that company is heroically donating his Lizzie for experimental purposes, and the first order for the new milkers has already been placed by the Ignition Creamery Co.

Salesman (who doesn't know war is over): "I take orders from no one!"

Sales Manager: "So I noticed from your last month's reports." (Adapted).

The average increase over a normal year in the shoe business is said to be upwards of 25% in eight factories. An Addressograph salesman claims that it is easy enough to see the reason for this increase when you consider what he has to do to get an order and multiply this by 200,000 salesmen in the U. S.

Question: What is buyer's contact diplomacy?

Answer: I would say the height of buyer contact diplomacy is to sell vacuum cleaners with this approach, "Madam, I visit you this morning for the purpose of making it possible for you to spend each afternoon at the movies."

Speaking of vacuum cleaners calls to mind a slogan that is not amiss, used by the Fidler Sales Company, a Muncie, Ind., retailer of electric washing machines, electric irons, electric dish washers, etc. The said touching slogan reads as follows:

"Wife Saving Station".

A credit manager has been worrying about collections until he is wall-eyed, as is seen by his remark that "a queer thing about these accounts is the longer they stand, the longer they run".

A sales manager being interviewed recently in regard to a story of his business was asked to state the distinction he made between "consequences" and "results". He did so in this manner, "Young man, during the twelve years I have been sales manager of this company my experience has been that results are what you expect and consequences are what you get."

Many of us know he is right even if we don't admit it.

"We are a subscriber to the Dartnell Survey and would not take many times six dollars for what we have already received although we have only the third section."—E. F. Glore, General Sales Manager, Abram Cox Stove Company.

"We get a lot of help from the many things that are contained in your magazine 'Sales Management' as well as the regular bulletin service."—H. S. MacLean, General Sales Manager, Wales Adding Machine Co.

SALES MANAGEMENT

Personal Service and Supplies

Rates: 25c a line of seven words; minimum \$2.00.

SALES EXECUTIVES WANTED

Manufacturer making highest quality product sold through dealers and consumers has several openings—Philadelphia, Cleveland, Kansas City, Minneapolis—for District Sales Managers. Must be highest type of men having character, sales ability; commission basis, no limitations. References, past results, age, required. Box 530, Sales Management.

Wanted: Established Automobile Tire Manufacturer, quality product, wants several branch men and salesmen with established selling records and acquaintance with the Dealer and Distributor trade. References required. Address Box 533, Sales Management.

POSITIONS WANTED

ADVERTISING MANAGER— COPYWRITER

If your company needs a man who can plan, lay out and write effective advertising and manage a department, you will be interested in this record:

Two years as assistant sales and advertising manager for a food products manufacturer—

One year as sales and advertising manager for an automobile and tractor sales company which operates several branch houses—

Last year as agency copywriter and contact man, handling the production of advertising and sales promotion material for one of the largest automotive manufacturers.

Has a thorough knowledge of printing, engraving and art work. A careful buyer. Capable of creating business-getting advertising for an agency or manufacturer. At present employed by a leading advertising agency. Circumstances make a change advisable. Best of references. Address A. W. K.—Sales Management.

Sales Executive—married—38 years old. Twelve years experience as Sales Executive for two large manufacturers of machinery used in construction and for industrial purposes. Broad experience in district sales work both actual and in supervisory capacity—organization and actual management of home office sales and advertising department—well qualified to act as assistant to president, general manager or other officer who is actually in charge of business. Prefer location in Cleveland but willing to go anywhere for real opportunity. Box 535, Sales Management.

High class executive at present employed as sales manager for large eastern corporation anticipates making change in the near future. Age 39. Can furnish proofs of resourcefulness and exceptional results. Box 538, Sales Management.

BUSINESS SERVICES

Sales Opportunities—Easy Prospects. Through an organization of 8,000 correspondents, we furnish daily advance card system reports of concerns in the market for opening stock orders, equipment orders and other new business. This service is used and endorsed by many of the most successful houses in the country. Sample reports and complete details will be gladly sent on request. Commercial Service Company, 189 West Madison St., Chicago.

We read and clip for thousands of busy people the best things on any subject appearing in the current daily and weekly newspapers. Send stamp for booklet or write us what you want and our readers will get it for you. Consolidated Press Clipping Co., 431 S. Dearborn St., Chicago.

SALESMEN WANTED

Successful salesman to devote part time selling Boston Bags, etc. Steady demand. Liberal Commission. Box 3498, Boston, Mass.

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